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Training

INITIAL ENTRY TRAINING (IET) POLICIES AND ADMINISTRATION

Summary. This regulation prescribes policies and procedures for the conduct of enlisted IET.

Applicability. This regulation applies to all Active Component (AC) and Reserve Component (RC) enlisted IET conducted at service schools, Army training centers (ATCs), and other training activities under the control of Headquarters (HQ), United States Army Training and Doctrine Command (TRADOC). Exemptions from provisions of this regulation must be requested from and approved by HQ TRADOC, ATTN: ATTG-IT.

Supplementation. Any installation supplement to TRADOC Reg 350-6 must be approved by HQ TRADOC before issuance. Subordinate installations and organizations may issue local policy memorandums, directive, regulations, instructions, and similar guidance without the advance approval of HQ TRADOC in order to implement locally the standards and policies of TRADOC Reg 350-6.

The standards and policies of TRADOC Reg 350-6 may not be changed without the advance approval of HQ TRADOC. Any local implementing guidance must be consistent with the standards and policies of TRADOC Reg 350-6.

Suggested improvements. The proponent of this regulation is the Deputy Chief of Staff for Training (DCST). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, HQ TRADOC, ATTN: ATTG-IT, Fort Monroe, VA 23651-1047. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal). Unless otherwise stated, whenever the masculine gender is used, both male and female are included.

Availability. This publication is available only on the TRADOC Homepage at <http://www.tradoc.army.mil>.

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*This regulation supersedes TRADOC Reg 350-6, 22 Dec 1993.

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Chapter 1

Introduction

1-1. Purpose. This regulation prescribes U.S. Army Training and Doctrine Command (TRADOC) guidance, policies, procedures and responsibilities for managing and conducting enlisted IET. Enlisted IET consists of basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), and any other formal Army training received prior to the awarding of an initial military occupational specialty (MOS). This regulation also supports the development and execution of all IET programs of instruction (POIs).

1-2. References. Required and related publications are listed in appendix A.

1-3. Explanation of abbreviations and terms. Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. General.

a. The goal of IET is to transform civilians into technically and tactically competent soldiers who live by the Army's values and are prepared to take their place in the ranks of the Army. This transformation from civilian to soldier is accomplished during a five-phased

“soldierization” process which begins with a soldier's arrival at the reception battalion and ends with the awarding of a MOS upon completion of IET. By definition, soldierization is a tough, comprehensive process which totally immerses a IET soldier in a positive environment established by active, involved leadership. This environment sets high standards, provides positive role models, and uses every training opportunity to reinforce basic soldier skills. This demands that all soldiers in IET, regardless of rank, strictly adhere to the standards of excellence and commitment that set the United States Army apart from others and make it the world's best professional army.

b. It is essential that the officers and non-commissioned officers (NCOs) and Department of the Army (DA) civilians assigned the crucial responsibility of transforming America's sons and daughters into professional soldiers be motivated, disciplined, and competent professionals. Leaders must not only demand that IET soldiers achieve the Army standard during high quality, rigorous training, they must also demand that every IET soldier is treated with the dignity and respect entitled all soldiers. This requires active involvement by professional leaders and trainers who maintain the highest levels of technical and tactical competence in their profession.

c. The guidance in this regulation is intended to ensure each IET soldier meets the technical and tactical standards established for their MOS prior to graduation from IET and assignment to the field army. Every IET soldier is required to meet the training standards established in this regulation and the applicable course POIs. This includes a requirement for each soldier to demonstrate an inculcation of the seven Army values before completing the transition from civilian to soldier. Demonstration of this, as well as demonstration of individual tactical and technical skills, will be commemorated in a “rite of passage” celebration marking the transition of a IET soldier from “civilian” to “soldier.”

d. Installation, brigade, battalion, and company commanders will ensure this regulation is maintained in unit reading files.

1-5. Objectives.

a. Objectives central to the IET program are:

(1) Inculcate in the new trainee an understanding and respect for the Army’s seven core values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP). These values will be taught through out BCT/OSUT and AIT.

(2) Promote and instill in the new IET soldier the highest degree of individual responsibility, self-discipline, and self-respect. This includes demonstrating respect and dignity for others as well as acceptance of the Uniform Code of Military Justice and other statutes and applicable rules as the standard of appropriate conduct both on and off duty.

(3) Promote and instill in every new IET soldier the professional pride, dignity, and bearing associated with being a soldier in the United States Army. This includes inculcation of the tenets of their enlistment obligation, the Oath of Enlistment, and the Soldier’s Creed.

(4) Develop in the new soldier the knowledge, understanding, and appreciation of Army customs, heritage, and traditions. This includes development of an understanding of the role of the Army in the defense of the United States throughout its history and the principles upon which today’s Army was founded over 220 years ago.

(5) Promote and accelerate the transition from civilian to soldier. Provide each new soldier with the knowledge, skills, and task proficiency to immediately contribute to the unit’s mission and survive on the battlefield.

(6) Provide the Army with mentally and physically fit soldiers who are capable of performing their duties in an extended stress atmosphere. Teach each soldier to value health of the mind, body, and spirit, and recognize its impact on quality of life and unit readiness. This includes adherence to the objectives of the Army’s Health Promotion Program to have a good diet, get adequate exercise, abstain from drugs and tobacco products, eliminate alcohol abuse, manage stress, receive regular health checkups, and ensure spiritual and moral growth.

b. In addition to attainment of the central objectives listed above, every IET soldier is required to meet the qualification standards prescribed in the appropriate POI and chapter 3 of this regulation to graduate from IET. These requirements include but are not limited to:

(1) BCT and Phases I-III of OSUT:

(a) Pass the Army Physical Fitness Test (APFT) with a minimum of 50 points in each event, 150 points total.

(b) Qualify with individual weapon.

(c) Pass all end-of-phase tests.

(d) Pass the End-of-Cycle Test (EOCT).

(e) Complete all obstacle and confidence courses as prescribed in the appropriate POI.

(f) Complete bayonet and pugil fighting training as prescribed in the appropriate POI.

(g) Complete hand-to-hand combat training as prescribed in the appropriate POI.

(h) Throw two live hand grenades and successfully complete the Hand Grenade Qualification Course as prescribed in the appropriate POI.

(i) Complete the Protective Mask Confidence exercise.

(j) Demonstrate knowledge and understanding of the Army Core Values.

(k) Complete all tactical field training, to include foot marches and field training exercises (FTXs) required by this regulation and the appropriate POI in BCT, OSUT.

(2) AIT and Phases IV-V of OSUT:

(a) Pass the Army Physical Fitness Test (APFT) with a minimum of 60 points in each event, 180 points total.

(b) Pass all end-of-phase tests.

(c) Pass the End-of-Course Comprehensive Test (EOCCT).

(d) Demonstrate performance of MOS-specific critical skills (skills determined mandatory for the awarding of an MOS) as identified by the proponent school and as prescribed in the appropriate POI.

(e) Complete all tactical field training, to include foot marches and field training exercises (FTXs) required by this regulation and the appropriate POI in AIT, and OSUT.

c. These requirements are set forth in order to produce the high quality soldier demanded in today’s Army. Therefore, only in extraordinary circumstances will constructive credit be granted. The installation commander may grant constructive credit to an entire class or an individual soldier for a missed training event.

For example, a class may receive constructive credit for an event missed due to severe weather conditions for which time and/or resources preclude rescheduling and execution. An individual may receive constructive credit for a missed training event due to circumstances beyond his or her control such as illness, injury, emergency leave, etc. Every effort must be made to reschedule and conduct the missed training before a decision to provide constructive credit is made. The intent is to provide the means to a training center commander to graduate a soldier who is deemed fully qualified, but through no fault of the soldier, has missed a required training event. This credit should be selectively used and only in those cases where there is a clear demonstration that the soldier meets and exceeds the IET graduation standards. It will not be used to pass marginal soldiers who have not shown the ability to pass a particular training event. This constructive credit authority is applicable to all IET graduation requirements. Constructive credit authority resides with the TRADOC ATC or installation commander level and may be delegated no lower than the IET brigade commander level. For those training sites located at non-TRADOC installations, this authority will reside with the first general officer in that school's chain of command.

1-6. Responsibilities.

a. HQ TRADOC will—

- (1) Establish policy for the development and conduct of IET.
- (2) Manage the IET program.
- (3) Evaluate IET programs.
- (4) Conduct conferences, visits and inspections as required in the execution of its IET management and evaluation responsibilities.
- (5) Conduct and host an annual IET Commanders/CSMs Seminar.

b. Commandants, TRADOC service schools, will—

(1) Develop enlisted training that supports MOS specific training requirements and is consistent with guidelines outlined in TRADOC Reg 350-70 and the IET strategy contained in this regulation.

(a) Prepare and submit to HQ TRADOC, ATTN: ATOM-P, Training Requirements Analysis System (TRAS) (RCS ATTG-29 (R1)) documents, individual training plans (ITP), course administrative data (CAD), and POIs for those courses for which they are the proponent. Proponents for OSUT POIs will integrate the BCT core training identified by the BCT proponent into their OSUT POI.

(b) Provide skill level 1 POI and training support packages (TSPs)/lesson plans/outlines for implementation by appropriate TRADOC schools, ATCs, and USAR divisions individual training (IT).

(2) Establish and maintain a working relationship (by visits, conferences, VTCs, and correspondence) with

commanders of ATCs, commandants of service schools, and commanders of training divisions conducting training in courses for which they are the designated proponent.

(3) Establish a program to evaluate the effectiveness of training programs for which they are the proponent. Evaluation will include a thorough assessment of feedback from the field as well as an assessment of teaching methods being utilized at course sites.

(4) Conduct other IET programs as directed by HQ TRADOC.

c. Commanders, ATCs, will—

(1) Teach designated courses in accordance with approved POIs developed by proponent schools. This includes application of IET training strategy methods outlined in TRADOC Reg 350-70 and this regulation.

(2) Assist proponent (service) schools in the development of POIs taught at their ATC.

(3) Recommend to the appropriate service school changes to be made in training content, methods of instruction, and sequencing as identified by the ATC cadre and students.

(4) Continually evaluate the effectiveness of training to ensure soldiers are being trained to specified standards.

(5) Provide counseling during all phases of IET regarding the requirement of each soldier to meet the weight standards as shown in Army Regulation (AR) 600-9.

d. The Commandant, U.S. Army Infantry School, is designated the proponent for BCT and is responsible for the following with respect to BCT, OSUT, and AIT:

(1) Identifying BCT core training to be integrated into OSUT POIs. The BCT core training will be documented in a separate annex to the OSUT POI.

(2) Coordinate with the applicable proponent schools for the development of TSPs for the accomplishment of BCT and applicable tasks within OSUT, and field new and updated TSPs as required.

(3) Developing lesson plans for BCT training, to include the BCT core training requirements for OSUT documented in OSUT POIs, as in para 1 above.

(4) Evaluating new equipment for use in BCT in conjunction with appropriate proponents.

(5) Assessing compliance with the BCT POI at other TRADOC installations/IET training sites.

(6) Develop/revise annually TRADOC Pam 600-4 in coordination with other TRADOC schools/proponents, and provide camera-ready copy to the Army Training Support Center for publication and distribution.

(7) Conduct and host an annual BCT conference.

e. Commanders responsible for OSUT, in addition to carrying out the requirements for school commandants listed in para b above, will include the BCT core in their OSUT POI. This instruction may be integrated into MOS training; however, the OSUT POI must document where and how it is conducted. OSUT blocks of instruction, which incorporate BCT core tasks, must list the enabling and terminal learning objectives for those BCT core tasks.

f. Commander, U.S. Army Element, Defense Language Institute, English Language Center (DLIELC), ESL Course, will adhere to TRADOC policies (appendix F) for training pre-BCT/OSUT.

Chapter 2 Soldierization Program

2-1. General. The goal of IET is to produce motivated, disciplined, team-oriented soldiers who are physically and mentally prepared to meet the challenges of today's Army and who are inculcated with and understand Army values. IET develops and delivers these quality soldiers to the fighting force by employing a comprehensive five-phased "soldierization" program. The Army soldierization program is actually a continuum that begins with a new recruit's arrival at the reception battalion and continues for the remainder of a soldier's career. However, it is the first five phases of this tough, realistic training program that transforms civilians into soldiers during IET.

2-2. Phased Training.

a. The concept of phasing and associated goals was established to provide intermediate objectives that give common direction and serve as milestones for IET soldiers during IET. The training cadre informs IET soldiers of the goals and standards for each phase of training. IET soldiers then know what direction to work towards and generally what effort must be applied to achieve the goals. Movement from each phase is viewed as a "gate" or "passage" for each soldier. The training cadre evaluates each soldier against the desired standards for each phase before advancing to the next phase.

b. The first three phases of IET are associated with BCT and the BCT portion of OSUT. The last two phases are associated with AIT and the MOS skill portion of OSUT. In OSUT courses, Phases III and IV may be combined. This will generally depend on how early in the course MOS training begins and whether basic skills testing is conducted at mid-cycle or end-of-cycle. The installation commander as part of the phased training program will determine actual phase lengths.

(1) Phase I is designated as the "Patriot" Phase. This phase encompasses weeks 1-3 of IET and is characterized by an environment of total control where an active, involved leadership begins transforming civilians into soldiers. Training during this phase is focused on inculcating Army values, traditions, and

ethics, as well as beginning the development of individual basic combat skills and physical fitness training. The goals for soldiers in Phase I include, but are not limited to:

- (a) Pass Phase I test.
- (b) Pay strict attention to detail.
- (c) Conform to established standards.
- (d) Master basic skills.
- (e) Maintain individual and platoon areas.
- (f) Develop physical fitness consistent with time in training.
- (g) Receive an introduction to Army values, history, heritage, and traditions.

(2) Phase II is designated as the "Gunfighter" Phase. This phase encompasses weeks 4-6 of IET. As its name implies, this phase is centered on the development of basic combat skills, with special emphasis on weapon proficiency. Skill development, self-discipline, and team building characterize phase II along with a lessening of control commensurate with demonstrated performance and responsibility. IET soldiers receive additional instruction on Army values, ethics, history, and traditions. The goals for IET soldiers in Phase II include, but are not limited to:

- (a) Pass the Phase II test.
- (b) Conform to established standards.
- (c) Display self-discipline.
- (d) Qualify with the M16A2 rifle or assigned weapon.
- (e) Develop physical fitness consistent with time in training.
- (f) Reinforce Army values, history, heritage, and traditions, and define the seven Army values.

(3) Phase III is designated as the "Warrior" Phase. This is the last phase of BCT and encompasses weeks 7-9 of IET. This phase is designed to develop and foster the IET soldier's understanding of the importance of teamwork. This phase culminates with the application of all skills learned in BCT (and basic skills portion of OSUT) during a 72-hour field training exercise. This exercise is designed to stress IET soldiers physically and mentally and requires each soldier to demonstrate their proficiency of basic combat skills in a tactical field environment while operating as part of a team. The goals for soldiers in Phase III include, but are not limited to:

- (a) Conform to Army standards.
- (b) Pass the APFT to BCT standard (50 points each event, 150 points total).
- (c) Pass the EOCT.

(d) Complete all BCT POI requirements.

(e) Demonstrate the ability to think, look, and act like a soldier, without detailed supervision.

(f) Demonstrate knowledge of the Army Core Values, history, heritage, and traditions.

(4) Phases IV and V of the soldierization process occur in AIT and OSUT, and are characterized by lessening of control and increased emphasis on the technical aspects of an IET soldier's designated MOS. IET soldiers also receive reinforcement training on values and an introduction to the history, heritage and traditions of their specialty branch. This lessening of control, expansion of privileges, and focus on MOS skills are all part of the evolutionary process marking the transformation from a civilian to someone who thinks, looks, and acts like a soldier.

(a) Phase IV begins at the start of the tenth week and continues to the end of the thirteenth week. It is characterized by reduced supervision by drill sergeants (DSs), reinforcement training of common skills, values, and traditions taught in BCT, and an introduction to MOS tasks. IET soldiers starting AIT will receive initial counseling upon arrival at the AIT unit. This session will be used to establish goals consistent with the soldier's MOS training requirements as prescribed in the appropriate POI and this regulation. During this phase and Phase V, DS's should evaluate IET soldier's behavior and their behavior should be consistent with Army core values.

(b) Phase V begins at the start of the fourteenth week and continues until completion of IET. It is characterized by reinforcement training of common skills, training, and evaluation of MOS skills, a leadership environment which simulates that in a field unit, and a culminating tactical field training exercise that integrates common skills and MOS tasks. This exercise is designed to reinforce the basic combat skills learned in BCT and how they apply to the soldier in the execution of their MOS duties in a tactical field environment.

(5) Graduation from OSUT/AIT signifies successful completion of the first five phases of the soldierization process. All IET graduates, by definition, have demonstrated the technical and tactical skills necessary to join the ranks in the field and be a contributing member to the unit's mission accomplishment. It does not signify the end or completion of the soldierization process. Soldiers continue to develop professionally throughout their military careers, both in and out of the institutional training base. Reinforcement at the unit level and in the non-commissioned officer education system (NCOES) are essential aspects of the Army's soldierization program.

(6) Each installation that conducts IET is required to develop and implement a comprehensive program for the conduct of phased training in IET consistent with the provisions of this regulation. The IET phase training

program key element list below is not all-inclusive, but it does provide the framework for constructing an effective program at the installation level:

(a) Specific goals and objectives by phase of training.

(b) Common Skills Training Program by phase, to include reinforcement training of BCT tasks in AIT.

(c) Specific task requirements and standards for successful completion of each phase and awarding of privileges.

(d) Specific team building objectives for each phase of training.

(e) Specific requirements for formal counseling of IET soldiers during training and before the IET soldier moves from one phase to the next. Counseling will include an objective evaluation of the soldier's progress to include an acceptance of Army values and establishment of attainable goals for the next phase of training.

(1) Company commanders will ensure each soldier is counseled initially within 72 hours of arrival at the training unit and at the conclusion of each phase of training.

(2) Specific provisions for additional training for IET soldiers who do not meet established standards/requirements (new start, rehabilitative transfer, remedial training).

(3) Phase counseling in Phases I, II, III, IV and V will include values evaluation. DSs will evaluate at least one Army Core Value by asking the soldier to:

(a) Demonstrate knowledge and understanding during phases I, II, III, and IV, and continue to demonstrate knowledge and understanding of all seven core values in phase IV and V.

(b) Describe an application of the Army Core Value.

(4) All performance counseling will be formalized on DA Form 4856 (General Counseling Form).

(7) Installations will utilize phase banners to distinguish the phase of training a platoon is in and recognize the passage of a platoon from one phase to another. Guidons are not authorized at the IET platoon level IAW AR 840-10.

(a) Local programs will be established that govern the awarding, carrying, and displaying of platoon banners.

(b) Banners will be attached to a standard 7-foot flagstaff (marker and marker pennants flagstaff). The flagstaff head finial will be an acorn to distinguish it from the company guidon.

(c) Banners will be made of nylon bunting.

- (d) Banners will be solid colors without markings.
- (e) Color designations for the five IET phases are:
 - (1) Red for Phase I.
 - (2) White for Phase II.
 - (3) Blue for Phase III.
 - (4) Black for Phase IV.
 - (5) Gold for Phase V.

(f) Banners will be swallow-tailed in shape. The finished dimensions will be 18 inches high by 30 inches wide with the "V" 5 inches deep. The hem on the 18-inch straight side will provide a pocket designed to fit a flagstaff. The other hems will be 1-inch deep.

(g) At AIT installations where IET platoons include Phase IV and Phase V soldiers in the same platoon, the school commandant is authorized to exempt those platoons from using phase banners. The authority to exempt the platoons will not be delegated below the installation level.

(h) Platoon achievement streamers may be used with the banners to recognize achievement in various platoon level training events/activities.

(i) IET commanders may implement Fast Track programs as described in appendix I of this regulation. Fast Track programs recognize the superior capabilities of our brightest IET soldiers and provide them opportunities for additional MOS training and early promotion.

2-3. IET environment.

a. An effective soldierization program results from the IET soldier's total immersion in a positive environment established by active, involved leadership. This environment sets high standards, provides positive role models, and uses every training opportunity to reinforce essential soldier skills. Officer and NCO leadership is the cornerstone of a positive IET environment and a successful soldierization program.

b. Insist/assist philosophy in IET.

(1) Cadre will train their soldiers by building on and affirming their strengths and shoring up their weaknesses. It is imperative that unit cadre establish high standards of performance and insist their soldiers meet those standards. It then becomes incumbent on the cadre to coach, mentor, and assist their soldiers in meeting the standards through performance counseling and phase goal setting. This insist/assist philosophy must be balanced during implementation. Discharging potentially good soldiers merely because they fail to meet certain standards when additional coaching could bring them up to par is not in keeping with the intent of the soldierization process.

(2) The leadership climate in IET must be positive. Leaders at all levels will demonstrate a genuine concern for the mission and the welfare of the individual soldier.

Importance of the individual soldier to the Army and to the nation must be highlighted throughout the entire IET process.

(3) The Army National Guard (ARNG) and USAR liaison program supports the insist/assist philosophy in the IET environment. ARNG and USAR liaison personnel are attached to TRADOC installations to assist the ATC and unit chain of command in solving problems encountered by RC soldiers during training. They may consult the chain of command on matters that involve a soldier's separation, however, final disposition remains with the unit chain of command. They are prepared to assist commanders and IET soldiers in resolving RC-unique problems and should be consulted by unit cadre.

(4) Installation commanders should ensure that a close working relationship is developed between the training battalions and the supporting United States Army Medical Centers (MEDCENs)/medical department activities (MEDDACs). These activities can be extremely helpful to unit commanders in their efforts to recognize the signs of stress in trainers and IET soldiers and implement effective stress identification, management, and treatment programs. They can also assist with the establishment of an effective heat/cold injury prevention program and health promotion program.

(5) Chaplain and Unit Ministry Team (UMT) support is provided in each IET battalion. These are valuable assets trained to assist IET soldiers, cadre, and senior leadership in resolving problems.

c. The IET environment must encourage the use of initiative and development of self-confidence in IET soldiers. At a minimum, IET commanders will implement the following programs and techniques to establish an environment conducive to success:

- (1) AARs and sensing sessions (para 2-4).
- (2) Buddy system (para 2-5).
- (3) Amount and type of control (para 2-6).
- (4) Treatment of IET soldiers (para 2-7).
- (5) Tobacco cessation (para 2-8).
- (6) Gender integration (para 2-9).
- (7) Personal appearance (para 2-10).
- (8) Stress management (para 2-11).
- (9) FTUs (para 2-12).
- (10) Reinforcement training in AIT/OSUT (para 2-13).
- (11) Cadre training (para 2-14).

2-4. After Action Reviews (AARs) and sensing sessions.

a. IET commanders will establish a program for the conduct of AARs and sensing sessions for each training cycle (or class in AIT). The AARs are for cadre and the sensing sessions are for IET soldiers. The purpose is to

provide all levels of command an assessment of conducted training, to include the strengths and weaknesses of the organization and its programs.

b. The AAR is an effective communication means for providing feedback on what tasks need emphasis and where to apply resources to accomplish the needed training. The lessons learned identify critical tasks which must be tied back into subsequent training.

(1) At a minimum, AARs will be conducted at company and battalion level.

(2) For BCT/OSUT, company level AARs will be held at the end of each phase. Battalion level AARs will be held at the end of each cycle.

(3) For AIT, due to the multiple starts and erratic sequencing of AIT courses, the commander will determine the appropriate intervals for conduct of AARs.

(4) The focus of the AARs must be on quality training, not on company averages or other numerical comparisons.

c. Sensing sessions are an effective communication means for assessing the command climate, and provide leadership a forum for identifying and resolving problems before they impact training.

(1) At a minimum, sensing sessions will be conducted at the company and battalion level.

(2) Sensing sessions will be held at mid-course and at the end of each cycle.

(3) The focus of sensing sessions is on the quality of the environment.

d. AARs will be conducted by the commander who will review, as a minimum, performance in the following areas:

- (1) Phase goals and objectives.
- (2) Basic rifle marksmanship program.
- (3) Individual tactical training periods.
- (4) FTX.
- (5) Physical fitness training program.
- (6) EOCT/EOCCT.
- (7) Discharges and restarts by type.
- (8) Stress identification and management.
- (9) Management of the heat/cold prevention program.
- (10) Training injuries, safety program, and risk management.
- (11) Treatment of soldiers by cadre.
- (12) Quality of committee group instructors.
- (13) Quality of facilities used by soldiers.
- (14) Conduct of reinforcement training.

(15) Unit equal opportunity and prevention of sexual harassment programs.

(16) Integration and reception.

(17) Hand grenade qualification.

2-5. Buddy system.

a. The buddy system establishes policy for the pairing of IET soldiers in BCT/OSUT and AIT into teams for the following reasons:

(1) Mutual support and assistance.

(2) Reducing stress.

(3) Teaching teamwork.

(4) Development of a sense of responsibility and accountability for fellow soldiers.

(5) Improving safety during training.

(6) Reducing the likelihood and opportunity for sexual harassment or misconduct.

b. Soldiers are introduced to the buddy team system at the reception battalion and, to the extent possible, the buddy system should be utilized. IET soldiers are formed into two-person teams upon arrival at the training unit. A buddy team may consist of three personnel in order to ensure all soldiers are part of a buddy team. Team members learn to help one another in all aspects of training. This aids in the development of individual initiative, responsibility, and dependability. As a minimum, installation commanders will establish a buddy system in IET following these guidelines:

(1) DSs will assign buddy teams after the IET soldiers arrive at the platoon but before formal training begins.

(2) Unit cadre will instruct IET soldiers on the purpose and rules of the buddy system.

(3) Buddy team changes from the initial pairings should be limited.

(4) Buddy teams will participate in training, details, charge of quarters (CQ), and other activities together, when feasible. Feasibility to be determined by the local commander.

(5) Requirements for buddy teams to be together outside of training must not violate the intent of this regulation. Commanders must keep in mind that in the AIT environment soldiers are being prepared for life in the force and must be given the opportunity to display good judgment and personal responsibility. As an example, soldiers in Phase V (20 plus weeks) will not be required to be with their buddy after the end of the established duty day.

(6) Buddy teams will not be required to attend sick call or personal appointments together. If pairing is required, commanders may pair other soldiers of the same sex reporting to sick call.

(7) Every effort will be made to provide those IET soldiers who have English as a second language (ESL), or have successfully completed the ESL program, with a buddy who is fluent in English.

(8) Male-female buddy teams are only authorized in AIT/OSUT when there is only one female in the class. In this situation, the female IET soldier will be paired with two male soldiers.

2-6. Amount and type of control.

a. During IET, the cadre leadership should evolve from total control over soldiers to the point where it duplicates the leadership environment in field units. This gradual change supports the soldierization process, yet lets the DS gauge how self-disciplined the soldiers are and maintain or relinquish control accordingly.

b. A period of total control (e.g., continuous cadre supervision, soldiers restricted to company area, limited free time) will be enforced during phase I of IET.

c. Privileges/limitations for IET soldiers.

(1) Privileges granted in IET should support the phase training program, which establishes intermediate goals to help recruits in their transformation from civilians to soldiers. Specific privileges will be associated with each phase as incentives, and soldiers should be eligible for those privileges as they progress in training. However, the decision to award privileges must be based on individual performance. Soldiers should be given additional freedom as they demonstrate more self-discipline and the ability to accept responsibility. These are privileges, not rights, and as such, can be withheld, modified, or withdrawn by commanders based upon performance, mission, and program requirements. The following privileges are the outer limits and, as such, commanders can be more restrictive, if desired. Less restrictive standards will be requested as exceptions to policy from HQ TRADOC, ATTN: ATTG-IT.

(a) Phase I, weeks 1 through 3. No passes are permitted and IET soldiers are restricted to the company area. IET soldiers in this phase will be escorted to post exchange (PX) by the DS for necessities or as a reward for achievement. Soldiers are prohibited from driving privately owned vehicles (POV) and from wearing civilian clothes. They are also prohibited from consuming alcoholic beverages and using tobacco products.

(b) Phase II, weeks 4 through 6. Passes in brigade area may be authorized. (Outside brigade area, in formation and escorted only). This modification is used as a reward for excellent achievement as determined by the battalion commander for use of theaters, swimming pools, etc., which may not be available within the brigade area). IET soldiers in this phase are prohibited from driving POVs and from wearing civilian clothes. They are also prohibited from consuming alcoholic beverages and using tobacco products.

(c) Phase III, weeks 7 through 9. On-post passes may be authorized. Off-post passes may be authorized after graduation from BCT. IET soldiers in this phase are prohibited from driving POVs and from wearing civilian clothes. After graduation, if of legal age, they may be authorized to consume alcoholic beverages while on pass. IET soldiers are prohibited from using tobacco products.

(d) Phase IV, weeks 10 through 13. Off-post day passes on weekends (Saturday and Sunday) may be authorized. IET soldiers must remain within a 50-mile radius of the post and all passes must end NLT 2200 hours. IET soldiers will wear the proper military uniform while on pass (includes off-post passes). IET soldiers are prohibited from driving POVs. If of legal age, they may be authorized to consume alcoholic beverages while on pass. IET soldiers are prohibited from using tobacco products.

(e) Phase V, weeks 14 through 19. The first off-post pass will be a day pass only. All others may be off-post and overnight passes on weekends. Distance limitations will be imposed by local commanders; however, all passes must end NLT 2200 hours Sunday (or 8 hours prior to the next training day, whichever is earlier). If of legal age, they may be authorized to consume alcoholic beverages while on pass. IET soldiers are prohibited from using tobacco products or driving POVs. Uniform for off-post passes is left to the Commander's discretion.

(f) Phase V, 20-plus weeks. The following policy applies to all IET soldiers upon completion of the 20th week of training:

(1) For those installations with the facilities to separate Phase V soldiers (at weeks 20), from other IET soldiers, privileges will be the same as permanent party soldiers.

(2) On installations where separation is not possible, use of tobacco and alcohol will be restricted.

d. Reclassified/prior-service soldiers.

(1) Definition. Reclassified and prior-service soldiers are those individuals in the rank of PVT-SFC who have previously completed IET and are attending skill level 1 training in IET units as a result of reclassification or reenlistment actions. Reclassified and prior-service soldiers are not considered to be IET soldiers; however, they will be assigned to AIT units. This definition does not apply to those soldiers who were reclassified for failing to complete the requirements for awarding an MOS as part of the IET process. Reclassified and prior-service soldiers must meet all course requirements for graduation (e.g., APFT, EOCCT, etc.) and are subject to IET policies unless otherwise stipulated in this regulation (e.g., tobacco cessation).

(2) Duties/responsibilities.

(a) Commanders may take advantage of the experience and leadership abilities of reclassified and

prior-service soldiers and use them to augment their cadre. However, the primary duty of reclassified and prior-service soldiers is to attend training and become technically proficient in their new MOS. They will not be assigned additional duties normally performed by permanent party personnel.

(b) Those NCOs undergoing skill level 1 training in IET will be used as NCOs, but will not perform drill sergeant duties.

(c) Prior-service NCOs in training may assist with IET soldiers with regular cadre oversight only after appropriate orientation and certification by unit first sergeant/commander on TRADOC policy regarding leadership and treatment of IET soldiers.

(d) There is no requirement for reclassified or prior-service soldiers to receive reinforcement training on common skills (taught in BCT or early OSUT). However, AIT/OSUT commanders must evaluate the training needs of these soldiers in all areas (not just MOS subjects) and ensure those needs are met. Commanders may require these soldiers to attend this reinforcement training if they believe the reclassified and prior-service soldiers will benefit from the instruction. Reclassified and prior-service soldiers who are proficient in common tasks may be used as demonstrators and assistant instructors. Reclassified and prior-service NCOs may be used as assistant evaluators in training IET soldiers.

(3) Privileges for reclassified and prior-service personnel.

(a) Reclassified and prior-service soldiers will, to the extent possible, be separated from the new soldiers in IET (e.g., separate classes where appropriate, separate formations, etc.).

(b) IET soldiers will not be billeted with reclassified and prior-service or permanent-party soldiers. However, commanders may integrate reclassified and prior-service personnel with IET soldiers during training to enhance training by taking advantage of their knowledge, experience, and leadership abilities. If installations cannot meet this provision, exceptions to policy must be requested from HQ TRADOC, ATTN: ATTG-IT.

(c) Although reclassified NCOs are subject to IET policies and procedures, their privileges will be the same as those of permanent party members of equal rank. They will be treated with the dignity and respect of their rank. The actual degree of control will be determined by the unit commanders based on such factors as rank, training performance, self-discipline, motivation, and conduct.

2-7. Treatment of IET soldiers.

a. The following guidance applies when developing specific local supplements or standing operating procedures (SOPs):

(1) Although the term “trainee” may be used to describe a soldier in an IET status, a soldier is a soldier

from day one. Any rite of passage should be a right to continue in the soldierization process, not an “entry point” into the Army. IET soldiers will be addressed as “Soldier,” “Private” (appropriate rank), or by last name.

(2) IET soldiers will be treated with the same fairness, respect, and dignity accorded to all soldiers.

b. Additionally, these specific policies will be followed:

(1) Hazing is strictly prohibited.

(a) Hazing is defined as any conduct whereby a military member or members, regardless of rank, causes another military member, regardless of rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator.

(b) This definition can include, but is not limited to, the following: playing abusive tricks; threatening or offering violence or bodily harm to another; striking; branding; tattooing; consumption of food, alcohol, drugs, or any other substance.

(c) Hazing does not include command-authorized mission or operational activities; the requisite training to prepare for such missions or operations; administrative corrective measures; extra military instruction; command-authorized physical training; and other similar activities that are authorized by the chain of command. Hazing is an offense punishable under the Uniform Code of Military Justice. Commanders and commandants will promptly and thoroughly investigate all reports of hazing.

(2) Substantiated cases will be reported to HQ TRADOC IAW TRADOC Reg 350-12, Trainee Abuse Reporting.

(3) Wearing of civilian clothes is strictly limited during IET.

(a) Soldiers will not be allowed to wear civilian clothes at any time until Phase V of IET. Soldiers will be given the option of storing their civilian clothes or sending them home. Substitute uniform items are exempt from this policy (i.e., running shoes and the physical fitness uniform (PFU) for physical fitness training and the APFT).

(b) Local SOPs will govern attire for IET soldiers departing on emergency leave prior to deferred issue. When time and facilities permit, the soldier will be issued a Class A uniform before departing on emergency leave.

(4) Degrading soldiers by use of vulgar, sexually explicit, obscene, profane, humiliating, racially, sexually or ethnically-slanted language is prohibited.

(5) Physical contact with soldiers for disciplinary or other reasons is prohibited, except where the safety of the IET soldier is in question (i.e., heat exhaustion, physical injury, etc.). Physical contact when making corrections directly related to training is permitted. Cadre will not be required to ask the soldier's permission to make necessary corrections.

(6) Soldiers will be given a reasonable time to eat their meals. Depriving soldiers of meals or restricting meal choices is prohibited as a form of discipline. Drill sergeants and cadre are not authorized to select menu items for IET soldiers as a means of diet control without an approved diet from a medically qualified nutritionist.

(7) Sexual harassment, fraternization, or unprofessional association are explicitly forbidden IAW AR 600-20 and are punishable offenses under the Uniform Code of Military Justice. Incidents of sexual harassment, fraternization, or unprofessional association will be reported IAW TRADOC Reg 350-12, Trainee Abuse Reporting.

(8) The stress created within a soldier by performance of a new or dangerous task is essential for motivation and learning. Stress should be positive and oriented toward attainable goals. Stress created by physical or verbal abuse is nonproductive and prohibited. The guiding principle is that stress should exist between the soldier and the task to be accomplished, not between the soldier and trainer.

(9) IET soldiers will be given an opportunity to contribute to approved charities and welfare campaigns in the same way as other soldiers. IET soldiers will not be solicited for money to purchase cleaning items, tools, irons, or any other common use item, nor will they be required to purchase any issue items.

(10) Abrupt, rude, and discourteous treatment of soldiers by employees who are performing functions or providing services at a military post is prohibited. As appropriate, civilians employed at the post will be instructed that they are to treat soldiers in a courteous and polite manner. Officers, NCOs, and civilian supervisors will be especially vigilant and correct or report improper actions and attitudes of employees toward soldiers.

(11) Physical exercises listed in IAW FM 21-20 may be used for corrective action for those minor infractions of military behavior which are dealt with by immediate leadership response. The use of physical exercises in this manner is an attention getting device and unrelated to remedial PFT. The soldier's performance must be supervised, and the decision to use exercise as corrective action must be commensurate with climatic conditions. The number of repetitions of any exercise must be commensurate with the soldier's physical conditioning progression. Soldiers occupying IET soldier leadership positions are prohibited from administering physical exercise as corrective actions. Local policies placing restriction on the type and number of exercises used in this manner must be approved by HQ TRADOC, ATTN: ATTG-IT.

(12) Allegations of trainee abuse will be reported through the chain of command. Commanders will ensure allegations are documented and an appropriate investigation is conducted. Results of investigations of trainee abuse will be reported quarterly to HQ TRADOC, IAW TRADOC Reg 350-12, Trainee Abuse Reporting.

2-8. Tobacco cessation policy for IET. All IET personnel, (IET soldiers, reclassified and prior service, cadre, and permanent party) will adhere to TRADOC's tobacco cessation policy for IET. This policy is designed to enhance readiness and personal health. The use of tobacco products reduces readiness by impairing physical fitness and increasing illness, absenteeism, premature death, and health care costs.

a. BCT/OSUT/AIT.

(1) Soldiers will not use tobacco products. This policy is in effect when the soldier arrives at the reception battalion and remains in effect until the soldier graduates from IET. Exceptions to this policy are not permitted. The commander may authorize smoking privileges for reclassified and prior-service soldiers returning to AIT or Phase IV of OSUT as part of a reclassification or reenlistment action. These soldiers will adhere to the requirements of para 2-8a(3).

(2) Sales of tobacco products from vending machines in BCT/OSUT/AIT areas will be eliminated to the extent possible consistent with the requirements of existing contracts and the Randolph-Shepard Act, 20 U.S.C. 107.

(3) All cadre will be prohibited from using tobacco products in areas where IET soldiers are likely to observe such use. The term "cadre" refers to all TRADOC military and civilian personnel who either command, supervise, instruct, train, or support soldiers in IET.

(4) Instruction on the adverse impact tobacco use has on health and readiness will be incorporated by POI proponents into existing fitness and substance abuse instruction without increasing POI time.

b. Since this policy may constitute a change in working conditions for civilian employees, installations are reminded of their bargaining obligations with the unions that represent those employees. Prior to implementing this policy, the local Civilian Personnel Office should be contacted for assistance in carrying out labor/management relations responsibilities.

c. Installations will coordinate with the supporting contracting office to ensure contractor personnel comply with this policy.

d. This policy does not cancel or supersede other instructions where smoking is controlled because of fire, explosive, or other safety considerations.

2-9. Integration of male and female soldiers.

IET is gender integrated to the squad level for all MOSs and/or courses open to female soldiers. The Army trains as it will fight. All soldiers, regardless of gender, train to a single standard, the Army standard. Differences in

performance requirements between sexes, such as Army physical fitness test scoring, are based on physiological differences and apply to the entire force. The integration of training at the lowest levels and in an environment where control and supervision are maximized increases performance levels of IET soldiers and enhances the ability of the training base to deliver a soldier fully prepared to take his or her place in the ranks of an integrated Army.

a. BCT.

(1) The intent is to conduct all training in the gender integrated mode in BCT. The Army trains as it will fight, integrated to the squad level. Formation of single-gender female companies is not authorized.

(2) The same POI will be used for males and females.

(3) Male and female soldiers may be housed in the same building provided there is physical separation of sleeping and latrine facilities. The intent is to maintain, to the maximum extent feasible, company integrity within a barracks. Integration of males and females on the same floor without a physical barrier between the male and female sleeping and latrine areas is prohibited.

b. AIT and OSUT.

(1) For AIT and OSUT (where applicable), male and female soldiers will be integrated for training at the group, class, or squad level.

(2) Male and female soldiers may be housed in the same building provided there is physical separation of sleeping and latrine facilities. The intent is to maintain, to the maximum extent feasible, company integrity within a barracks. Integration of males and females on the same floor without a physical barrier between the male and female sleeping and latrine areas is prohibited.

2-10. Separate and secure environment.

a. Physical security measures:

- (1) Each gender has an independent sleeping area.
- (2) Each gender has its own latrine.
- (3) Each gender has its own entrance to the living area.
- (4) Entrances to sleeping areas are locked at night or monitored by fire guards.
- (5) Door alarms installed.

(6) Fire-safe barrier wall placed between the genders (same floor) and alarmed. If conditions for fire-safe barriers cannot be met, genders will be separated by floor, wing or building.

b. Supervisory measures:

- (1) NCOs supervise the barracks around the clock.
 - (a) DSs will serve as CQ on duty during sleeping hours in BCT/OSUT.

(b) NCO Cadre members, to include instructors, company personnel, and DSs serve as CQs during sleeping hours in AIT and the AIT portion of OSUT.

(2) CQ assisted by two same gender enlisted soldiers to maintain entrance security when CQ conducts inspections.

(3) Each gender separate living area has two “fire guards” who ensure no unauthorized personnel enter the area.

(4) Periodic checks conducted by duty officers and NCOs from the company, battalion, and brigade headquarters.

(5) All soldiers sleep in the Army PFU.

(6) Inspectors are accompanied by personnel of same gender of area inspected.

(7) During “lights out,” only cadre leadership allowed in barracks.

c. On a case-by-case basis, installation commanders and commandants may request an exception to the physical security and supervisory measure requirements of the separate and secure policy. Commanders must certify that every attempt to comply with this policy was made and its execution was found to be impracticable for units with small gender populations.

2-11. Military appearance.

a. All class A uniforms will be issued during Phase II and properly fitted to the soldier prior to completion of IET. DSs will be present during fitting to ensure proper fit. Commanders will hold sufficient class A inspections so that necessary refitting can be scheduled prior to the end of the training cycle.

b. IET soldiers must wear the class A uniform at regular intervals to demonstrate to cadre satisfaction that they know the proper way to wear the uniform. Proper hat and tie wear will be emphasized. Before soldiers leave the IET area, cadre will ensure soldier’s uniforms are clean, pressed, and worn properly.

c. The cadre will stress the importance of maintaining standards in both appearance and actions, especially when in the civilian community. Soldiers must be made to realize that they represent the entire Army, not just themselves, when they appear in public in uniform. This standard also requires that soldiers strictly adhere to Army hair standards as specified in AR 670-1.

2-12. Stress management in IET.

a. Some stress in IET is necessary to prepare soldiers to operate effectively in the extended stress atmosphere of combat. However, leaders must ensure that the only stress placed on soldiers is the stress that results from the IET soldier’s performance of tasks as discussed in para 2-7b(6).

b. Stress in IET affects cadre as well as IET soldiers because cadre are responsible for training and are

expected to be outstanding role models for new soldiers. However, unwanted or unnecessary stress is harmful because it impairs performance and interferes with training.

c. Commanders must manage stress in their units to reduce unnecessary stress in IET and to help trainers and cadre cope with unavoidable stress. TRADOC guidance for developing a stress management program is located in appendix H.

(1) Unit commanders must ensure that stress factors are identified in EOCTs, AARs and sensing sessions, and that appropriate control measures are used.

(2) IET commanders must be supportive and encourage cadre to use professional services designed to help them resolve stress-related problems. No stigma will be attached to soldiers for seeking professional help.

2-13. Fitness Training Units (FTUs).

a. Each ATC will establish a pre-BCT/OSUT FTU IAW guidance in appendix B. The purpose of the FTU is to provide intense physical training to new soldiers identified as being incapable of meeting minimum physical requirements for entry into BCT/OSUT. No other special training units (e.g., military adjustment units, motivational platoon, etc.) are authorized.

b. Soldiers arriving at the reception battalion will be evaluated using specific entry criteria and, if selected, sent to the FTU for up to 3 weeks of training prior to being shipped to BCT/OSUT units. FTU training will not exceed 3 weeks. Instruction will include physical and mental fitness training (classroom and daily PFT) and general military subjects to prepare the soldier for BCT/OSUT.

c. The FTU commander and 50 percent of the DSs assigned will be master fitness trained. FTU cadre will have up to 3 weeks to prepare the new soldiers, both physically and mentally, to start Phase I of BCT/OSUT.

d. The FTU may be used to provide special PFT to soldiers who are in training in BCT/OSUT/AIT companies. This may include IET soldiers held over for APFT or recovering from a physical profile.

e. The ATC will follow the TRADOC-approved Fitness Training POI.

2-14. Soldierization in AIT/OSUT.

a. IET soldiers must continue to receive the same strong emphasis on soldierization throughout AIT/OSUT that was present during BCT. This is to be accomplished through reinforcement training (focusing on drill and ceremonies, Army values, customs and courtesies, and wear of the uniform), inspections, a progressive PFT program, and role modeling by the DS and cadre. In addition to army values taught in BCT/OSUT, IET soldiers will also receive 16 hours of Army value training in AIT.

b. The soldierization process in OSUT continues during both the BCT/AIT phases, with the basic soldiering skills being trained, reinforced, and evaluated throughout the POI.

c. It is the role of the DS and other cadre members to ensure that soldierization continues during AIT/OSUT. Maximum use of all available time is essential to this effort.

d. Command inspections in the class A uniform will ensure all soldiers maintain proper military appearance during IET. The inspections will be conducted a minimum of once a month to maintain the soldier's proficiency in the maintenance and wear of the uniform.

e. Reinforcement and evaluation of basic soldiering skills taught in BCT will enhance soldierization and skill retention in AIT. Commanders will ensure that the basic skills taught in BCT, as indicated on the BCT individual training record (ITR), are reinforced and evaluated in accordance with this regulation. At a minimum, the tasks listed in appendix C will be reinforced and evaluated in accordance with the intervals listed.

f. Physical fitness training (PFT) in AIT and OSUT. Physical fitness requirements increase in AIT and the AIT portion of OSUT. Properly administered, demanding PFT is one of the most effective attitude development processes available to the trainer. PFT intensity must be increased throughout the cycle to meet the soldier's expectations and challenge the soldier's ability.

g. Rewards for outstanding performance on inspections, APFT, and in training are encouraged. Recognition of such performance in the presence of peers is an outstanding motivational tool which must be capitalized upon.

2-15. IET cadre training. Training of the IET cadre at ATCs will be conducted as follows:

a. The TRADOC Pre-Command Course (PCC) is a two-week course designed to provide IET brigade and battalion commanders, and Command Sergeants Major (CSM) specialized training. It focuses on the unique aspects of the IET environment and teaches students how to develop high-performing IET commands. All IET brigade and battalion commanders and CSM will attend the TRADOC PCC prior to assuming command/position; exceptions must be approved by HQ TRADOC. ATCs will monitor cadre PCC certification to ensure compliance with this regulation. Brigade/battalion field grade cadre (in key leadership positions such as XO/S-3) as well as chaplains will attend the PCC on a space-available basis. HQ TRADOC, DCST will monitor PCC and Cadre Training Course (CTC) attendance.

b. In addition to DSs, other IET unit cadre have major roles in creating and maintaining a positive IET environment that assists with the transition from civilian to soldier. The IET CTC is a one-week course designed and developed to provide company grade officers and senior NCOs specialized training to assist in

developing motivated, physically fit, and technically proficient soldiers for the Army. The IET CTC focuses on the unique aspects of the IET environment and teaches students how to develop high-performing IET units.

(1) Priority attendance is to all newly assigned company commanders and first sergeants. Company executive officers, company grade chaplains, brigade and battalion key staff (S1 and S3 officers), will attend on a space-available basis. These personnel will attend the IET CTC on a space available basis. Exceptions must be approved by the ATC Commander.

(2) Former cadre personnel returning to ATCs as unit cadre members will attend the course if they have been out of the IET environment more than 24 months.

(3) ATCs will monitor CTC certification to ensure compliance with this regulation. Commander, Fort Jackson, ATTN: ATZJ-T-PTSC, Fort Jackson, SC 29207-5313, is responsible for the content and conduct of the TRADOC PCC and the core IET material content of the IET CTC courses throughout TRADOC. The TRADOC CTC consists of a number of core classes specifically relating to the IET environment; additional classes and presentations include command/leadership topics useful in any environment. CTCs conducted outside of Fort Jackson must include the core presentations; the remainder of the program of instruction is at the installation's discretion. Fort Jackson can provide examples and guidance for discretionary materials.

(4) In coordination with Fort Jackson, installations and USAR training divisions will train their cadre in one or a combination of the following modes:

(a) Resident training at Fort Jackson (preferred).

(b) Resident training at locations other than Fort Jackson, for which Fort Jackson has train-the-trainer (TTT) responsibility.

(c) Mobile training teams (MTT) from Fort Jackson are responsible for the conduct of a one-week course (least preferred).

c. Fort Jackson, as the proponent, will conduct three-day TTT courses for installations desiring to conduct their own CTC. Instructors at CTC on other IET installations will be trained and certified by Fort Jackson through a TTT course at their installation or at Fort Jackson. CTC instructors will train active or reserve IET company commanders, first sergeants, or executive officers who must have a minimum of 12 months in their position. DSs utilized as full-time CTC cadre must have successfully completed their initial 24 months on DS status and are required to extend 12 months to complete this obligation (DS duty will not exceed 36 months). DSs with a minimum of 12 months on status may be utilized to present CTC classes on an infrequent basis. CTC instructors must possess instructor qualities and/or be a graduate of the instructor trainer course. CTC instructor candidates will be chosen and approved at installation level as meeting these requirements before attending a TTT session.

d. Personnel assigned to training support units and support positions (e.g., armorer, supply personnel, training NCO, battalion staff, reception battalion processing NCOs, etc.) are also involved in creating the desired environment in IET. Newly assigned personnel in these categories will attend an IET orientation course (mini-CTC) that outlines the scope of IET, the overall objectives of this training environment, and its policies. This orientation is to be attended, within 30 days of arrival at the installation. The mini-CTC will be conducted under the supervision of the IET CTC personnel at the installation. Installations may tailor the material presented in the CTC core class presentations as the basis for their mini-CTC.

e. All IET Cadre personnel including military, DOD civilian, and contractor personnel involved with IET soldiers will read and become familiar with this regulation.

f. The IET CTC is not a replacement for officer and NCO professional development training. Commanders will ensure that regularly scheduled professional development classes are conducted for, and attended by, the IET cadre. These classes are not to be limited to IET issues; they should encompass all aspects of professional development.

Chapter 3

Training Policies, Procedures, and Administration

3-1. Development/standardization of training programs. POIs are the responsibility of the proponent school. New or changing POIs must be coordinated closely with the training centers and United States Army Forces Command (FORSCOM) units that will conduct the training to ensure tasks and standards are correct and in accordance with appropriate soldier's manuals (SM). New and revised POIs will be prepared IAW TRADOC Reg 350-70 and will be approved by HQ TRADOC.

a. Soldiers must satisfactorily perform to the standards established in the applicable POI to be qualified for graduation and award of the MOS.

b. Evaluations will be conducted to ensure that standard instruction is occurring. HQ TRADOC will evaluate each ATC/service school periodically. The ATC commanders/service school commandants will establish their own evaluation programs.

3-2. IET strategy. All IET commanders and commandants must ensure that their training programs incorporate the following tenets of TRADOC's IET strategy:

a. The chain of command is responsible for training. The commander must ensure that training meets POI standards and conforms to TRADOC policies on the conduct of training.

(1) Company-level leadership (commander, executive officer/training officer, or first sergeant) must be present with their unit during all formal training periods in BCT and OSUT.

(2) The chain of command will ensure that training is standardized by teaching the subject using the training methods prescribed by the proponent's approved TSP.

(3) Commanders of AIT units and service schools/MOS committees must merge their responsibilities for training to achieve unity of effort in AIT. Commanders must provide input to training developers and ensure that AIT graduates are proficient in their technical and common skills, as well as be responsible for the soldiers' welfare, discipline, physical training, and other related areas. Academic instructors must assist unit cadre in the soldierization effort.

b. The majority of technical and tactical skill training will be devoted to hands-on practice rather than the passive absorption of information. Most IET skills are inherently performance-oriented, not cognitive. Soldiers learn these tasks best by doing them, not by watching or listening. The instructor must demonstrate a perfect model, then IET soldiers must practice the tasks until fully proficient. Emphasis must be placed on practicing the tasks to standard to improve skill retention over time.

c. Skill training will be conducted in small groups (platoon size or smaller) to the extent possible.

(1) DSs will conduct as much of the skill training as possible in BCT and OSUT. New soldiers learn better from their DSs who serve as role models for IET soldiers. When DSs are the primary trainers, the role of the committee group will be to augment cadre instructors, act as subject matter experts (SME), and to serve as advisors on the conduct of training.

(2) USAR training divisions have the following options at annual training concerning implementation of the IET strategy:

(a) USAR training group/training command conducts committee-supported instruction.

(b) AC training group/training command conduct committee-supported instruction.

(c) AC DSs conduct committee-supported instruction.

(d) USAR DSs conduct committee-supported instruction.

(3) MOS training may continue to be conducted by SMEs; however, to the maximum extent feasible, DSs will be involved in the technical training in AIT. DSs are to act as MOS role models. They will assist with MOS skill practice and will, at times, be assigned additional duties as assistant instructors to augment SME instruction.

d. Cadre must be proficient in the tasks trained. IET commanders must establish certification programs IAW para 3-6c to ensure that cadre (commanders, executive officer, training officer, command sergeant major, first sergeant, and DSs) have the competence and skill proficiency to execute and evaluate effective training.

e. MOS training must be taught in a realistic environment. We can achieve realism and train as we intend to fight by conducting meaningful scenario-driven FTXs. These FTXs should focus on the warfighting application of acquired MOS skills and reinforce basic combat and teamwork skills.

f. Dimensions of leader and training execution are critical elements of the IET strategy and have attributes which are observable to unit leaders. Through the process of scanning the training environment, focusing on tangible attributes, and initiating appropriate corrective actions, progress toward optimum effectiveness will be achieved. These observables are considered critical:

(1) Unity of effort. Observe to ensure that everyone is training. The chain of command, training committees, support personnel are jointly working toward the most effective and efficient training, and that the unit commander (company, battery, or troop) is responsible for, and in charge of training.

(2) Training doctrine. Commanders will base their training programs IAW the provisions of FM 25-100 and FM 25-101.

(3) Conduct of training. Observe to ensure training is focused on skill retention and objectives in lesson plans and POIs are achieved. Ensure training is conducted to standards, not to time, and units are not "training for the test."

(4) Leader execution. Observe to ensure leaders know their job, are actively involved in training, are themselves scanning the training, focusing on the good and bad observations, then acting accordingly.

(5) Leader training. Observe to ensure leaders are mentoring their subordinate leaders, teaching the appropriate use of devices and simulators, emphasizing leader skills which result in effective execution of training, and are providing feedback to upgrade leader courses.

(6) POI. Observe to find training techniques and methods which improve training effectiveness and efficiency, and forward these good ideas through appropriate channels to the POI proponent.

(7) Simulation and training technology. Observe for ideas which lead to development, acquisition, and use of devices and simulations which will improve training.

g. All levels of command must have a formal, aggressive evaluation program. Commanders must conduct a continuous training analysis to maintain

quality and assess effectiveness. End-of-block tests, phase tests, in-training AARs, and end-of-course AARs should be used to conduct assessments.

h. The IET strategy will be institutionalized by incorporating it into IET policy documents and by developing common modules for teaching leaders and training execution in the battalion/brigade PCC, CTC, Drill Sergeant School (DSS), and the Instructor Training Course.

3-3. Modifications to training programs.

a. Conscientious objectors. AR 600-43 provides policy and procedures. Soldiers who have submitted applications will be retained in their unit and assigned duties providing minimum practicable conflict with their asserted beliefs, pending final decision on their applications. They will not be required to train in the study, use, or handling of armor or weapons.

b. The time allotted for subjects in a POI may vary depending on the aptitude and achievement levels of each group of soldiers, the number of soldiers in each cycle or class, the instructor-to-student ratio, and the availability of facilities. For these reasons, adjustments may be made to the amount of time devoted to a subject or task providing training objectives and performance standards are met and the overall course length remains unchanged.

c. HQ TRADOC, ATTN: ATTG-IT, will be informed of temporary changes to IET training programs that do not require a revision to the POI. Information provided will include the purpose and nature of the planned test or experiment, its duration, and the number of students involved. ATCs will coordinate plans for such tests or experiments with proponent schools.

d. ATC recommendations are an important part of the continuing POI review and update process. ATCs will submit recommended POI changes to the appropriate schools. The schools will evaluate these recommendations and, if appropriate, revise ITPs, CADs, and POIs IAW TRADOC Reg 350-70. The proponent school commandants will make the final decision on task selection and training methods.

e. School commandants will ensure that tasks standardized as part of the Armywide standardization program are taught strictly in the approved manner.

3-4. Company accession policy.

a. The TRADOC policy on accessions will be regulated by the weekly Army accessions mission and the company start patterns, as determined by the various IET installations. BCT and OSUT companies must begin the training cycles not later than (NLT) Friday, after the close of the reception week (RW). AIT soldiers must start NLT the scheduled report date as established in Army Training Requirements and Resource System (ATRRS).

b. This policy is influenced by the fact that the U.S. Army Recruiting Command (USAREC) operates on a RW

that begins on Tuesday and ends the following Monday. The last soldier to arrive in the reception battalion on Monday must be processed and shipped to a training company NLT Friday IAW AR 612-201.

c. The reception battalion will complete processing within 3 working days, less weekend, after the receptee arrives at the TRADOC installation.

d. The standard BCT POI is nine weeks (54 training days) in duration. Consequently, BCT companies will graduate after 9 weeks of training and ship to AIT, if applicable, NLT Friday of graduation week, in order for graduates to report for AIT on the date indicated in ATRRS. The reporting date for AIT and many follow-on courses is NLT Friday, following the Thursday graduation at BCT installations. BCT installations must ship soldiers on time to ensure they arrive and link with their AIT course on time. BCT installations must also establish a system to identify soldiers with critical AIT hard-start dates, and ensure that appropriate actions are taken to enable those soldiers to meet their scheduled AIT start dates.

e. OSUT courses will be conducted under the same guidelines as BCT (begin NLT Friday after close of the RW, conducted for approved POI length only, proceed to assignment NLT 1 day following graduation). Exceptions will be made for additional requirements for MOS-specific training only.

f. AIT will be conducted based on the approved POI length, starting/graduating on the dates reflected in ATRRS. No additional time for a "zero week" or additional soldierization is authorized.

3-5. Training schedules.

a. The training week is managed through the training schedule. The principles of scheduling are outlined in FM 25-101. Local directive and the following guidelines will govern non-training time:

(1) In garrison IET soldiers will have the opportunity for 7 hours of continuous sleep per night unless the soldier is scheduled for duty. During field training, the length of the training day and time for sleep will vary for tactical and other training requirements as established in the appropriate POI. Commanders will ensure that the tactical framework of field training allows enough time for rest.

(2) Soldiers will be given at least 1 hour of personal time each day to take care of personal needs. During this time, soldiers receive no training; but, if necessary, part of the time may be used for counseling by the DS.

b. Although POIs do not call for training on Sundays, this time may be used, as required, for reinforcement training, diagnostic APFT, inspections, make-up training, and activities which further the development of the soldier. In all cases, these activities will not begin before 1300 hrs to allow soldiers to attend religious services.

3-6. Lesson plans and instructor preparation.

a. The tasks and subjects in a POI form the basis for each period of instruction. Lesson plans will be prepared by the POI proponent and kept up-to-date for each period of instruction.

b. Each ATC and school will establish a system for monitoring and improving the quality of instruction. Essential to this is a standardization/certification process to ensure that each instructor is fully qualified and current in all aspects of their subject. This certification will be IAW TRADOC Reg 350-70. All IET instructors will accomplish annual validation of instructor certification, annual weapons qualification, and semiannual physical fitness testing.

c. All cadre (commanders, executive officer, training officer, CSM, 1SG, DS, etc.) responsible for conducting instruction and/or evaluating training will be certified on all hands-on phase tasks annually. Cadre in BCT/OSUT units will be certified on those phase tasks listed in the BCT POI, while cadre in AIT units will use those tasks in appendix C. IET cadre will also accomplish annual weapons qualification and semiannual physical fitness testing. Records of all certification or qualification will be maintained at the battalion level.

3-7. Training records.

a. DA Form 5286-R (Individual Training Record (ITR), Basic Combat Training (BCT), AIT, OSUT) applies to every soldier and reclassified soldier training in IET. The form will be initiated and maintained by each BCT, AIT, and OSUT Company to which the soldier is assigned.

b. This form will also be used to record and/or document training in joint service schools or other Department of Defense (DOD) agencies if such training is conducted during IET. Sample ITRs for BCT, AIT, and OSUT are located in appendix D.

c. The purpose of the ITR is to provide gaining unit commanders with an "official" record of training to establish an objective departure point for additional training in the unit. Training cadre must objectively record the training performance and standards achieved by the soldier. Derogatory, subjective evaluations on the soldier's attitude or behavior will not be recorded on this form. The ITR forms for BCT and AIT or OSUT, and other training forms, as required, will accompany the soldier throughout IET.

d. Installations must ensure that upon out-processing, the ITR for the training just completed, as well as ITR for any previous training, is submitted to the first unit of assignment on DA Form 5287-R, Training Record Transmittal Jacket (TRTJ). For example, soldiers departing BCT, or Phase I OSUT for split-option soldiers, should carry their ITR for BCT; soldiers departing AIT should carry both their BCT and their AIT ITR forms. This form will be completed for soldiers who are reclassified as well as for those who graduate. The ITR provides the gaining commander an official record of

training, establishing an objective departure point for additional training.

(1) The training unit is required to complete the biographical data on the front of the TRTJ, list the enclosed training records, and as a minimum, ensure that the ITR, along with the TRTJ, is delivered to the Trainee Records Section prior to the out-processing of the soldier.

(2) The Trainee Records Sections are required to ensure that the records listed on the TRTJ are present (to include the ITR) and are also required to seal the TRTJ and forward it with the Military Personnel Records Jacket (MPRJ) to the gaining unit commander.

(3) Soldiers will not depart IET without their training records.

(4) Commanders must place special emphasis on ensuring soldiers depart with their completed training records and that they instill in their soldiers the importance of hand carrying their training records to their next duty station.

e. AR 351-1, chapter 10, provides additional guidance for the use of the ITR.

f. Instructions for DA Form 5286-R are at appendix D.

3-8. Makeup training. All training specified in a TRADOC-approved IET POI, as required for graduation, will be made up if missed, and must be recorded on the ITR. The quality of makeup training will be the same as that of regularly scheduled instruction. The soldier will be required to meet the performance/learning objectives specified in the POI for the instruction missed. Time required for makeup training will be determined locally.

3-9. Concurrent training. Concurrent training will be conducted as prescribed in applicable POIs. If not specifically prescribed by a POI, the training unit commander will schedule and conduct concurrent training. This training should be designed to reinforce critical soldierization skills, common skills, and human relations subjects such as: values, traditions, EO/POSH, etc.)

3-10. On-the-job training (OJT). OJT is appropriate for those inactive soldiers who have completed all POI requirements and are retained in the unit for administrative purposes, or for RC personnel who have not met the 12-week minimum training time requirement. Commanders and trainers must ensure that clearly stated OJT objectives are being achieved and that soldiers involved are being employed productively in MOS or MOS-related duties.

3-11. Early arrivals. Soldiers arriving early for a scheduled course, or soldiers waiting for a training unit to fill, will be actively engaged in introductory training for the course they are to attend, and will not be used solely for performing details. This introductory training may consist of orientation, in-processing, PFT, and unit-taught subjects selected by the unit commander. These soldiers will be reported on ATRRS in a hold status as awaiting school start.

3-12. Nuclear, biological, and chemical (NBC) training.

a. The purpose of NBC training during IET is to:

(1) Physically prepare the soldier for operations in an NBC environment.

(2) Develop soldiers' confidence in mission-oriented protective posture (MOPP) equipment.

(3) Develop soldiers' confidence in their ability to survive, accomplish individual tasks, and continue the mission in an NBC environment.

b. Practical NBC exercises will be integrated in bivouac, weapons firing, MOS tasks, and similar training to increase individual proficiency and confidence. The IET POI proponents will ensure that POIs include requirements that enable IET soldiers to work up to wearing MOPP IV equipment for at least 4 consecutive hours in BCT, OSUT, and AIT while performing training tasks.

c. Health and safety considerations pertaining to NBC training are contained in FM 3-100, FM 21-10, and TB MED 507. Weather conditions and wet bulb globe temperature (WBGT) readings may affect MOPP IV wear. On a case-by-case basis, ATC commanders/school commandants may modify the consecutive wear requirements to 2 hours. The ITR will be annotated to show the number of hours of continuous wear of MOPP IV equipment. During periods of warm weather, training time on MOPP IV may be reduced. FM 3-4 contains performance degradation data that is helpful in making this determination.

3-13. AIT field training exercise (FTX).

a. Each AIT and OSUT course will include a 72-120 hour, scenario-driven, tactical FTX. The FTX should allow the reinforcement of previously learned MOS and common soldier tasks/skills in a realistic, tactical environment.

b. The FTX should avoid the introduction of new, testable training, but should focus on the application of MOS technical tasks and reinforce soldier survival skills.

c. FTXs should be conducted in an austere field environment under all weather conditions, at night as well as day, to replicate the stress, sounds, and conditions of battle.

d. The FTX will be conducted during the final 4 weeks of training and in those cases when approved by the proponent and ATC commander, may include the EOCCT in order to enhance the training and testing value. This FTX will be included as a separate POI annex. It should guide soldiers through a series of events exposing them to rigors of duty performance during field operations. The intent of the FTX in AIT is to integrate MOS and combat survival skills into a simulated tactical scenario, and give students the opportunity to demonstrate their newly learned skills under realistic conditions.

e. Exceptions to FTX requirements must be approved by the CG, TRADOC.

3-14. AIT feedback system. AIT commanders and other recipients of soldiers from BCT installations are encouraged to provide direct feedback to BCT commanders on the product they receive. Some topics for discussion may include morale on arrival, medical condition, common skills proficiency, level of physical condition, DA Form 5286-R completion, completeness of training records, and possession of Soldier's Handbook.

3-15. Common skills testing in AIT. Each AIT company will provide reinforcement and reevaluation of BCT common skills tasks. Unit cadre in accordance with guidance at appendix C will conduct refresher training and evaluation. Successful completion of all tasks is a goal, not an AIT/OSUT graduation requirement.

3-16. Phased testing for BCT.

a. Phased testing, prescribed by the BCT POI, will be administered to all BCT soldiers.

b. The U.S. Army Infantry School (USAIS) is responsible for the design and content of phased tests.

c. Training, particularly unit reinforcement training, will emphasize preparing soldiers to correctly perform all BCT tasks. It should not focus on specific procedures for passing the tests.

d. General guidance for the conduct of the testing is as follows:

(1) Test will be scored on a "GO/NO-GO" basis.

(2) An AAR will be conducted with each soldier on tasks rated NO GO to reinforce strengths and correct weaknesses.

(3) A retest will be given to soldiers who fail to achieve the standard on the first attempt. The retest will cover all tasks for which the soldier received a "NO-GO." Remedial training will be conducted prior to retest. Soldiers will be allowed one retest, which will be the day of the original test. ATC commanders may authorize IET cadre to administer the retest; however, these retest will be monitored to ensure standardization of testing procedures.

(4) Graduation/waiver authority is specified in para 3-22.

3-17. Testing procedures for AIT and the MOS portion of OSUT.

a. Proponents will develop within-course tests (end-of-annex/block/module) and EOCCT for MOS-producing courses according to guidance outlined in TRADOC Reg 350-70. The validity of each task being evaluated and its relevance will be continuously assessed and changed or modified as appropriate.

b. Within-course tests and EOCCT must provide a fair evaluation of the soldier's ability to perform the tasks presented to established standards.

c. Hands-on, performance-oriented testing will be the norm throughout TRADOC. Situational-based, open-book reference, written tests which require the student to extract data and apply it to specific problems are encouraged. Closed-book, knowledge-based, written tests conducted in a sterile environment which require the student to answer questions purely from memory are the exception, but may be used where it is the only means appropriate to measure student performance. All testing should be conducted in an environment that will replicate the soldier's duty position in the unit.

d. Each test will have two versions. Both versions may be used concurrently.

e. Testing will be monitored by quality control personnel reporting to the brigade, or ATC commander as determined by the local commander. ATC commanders may use IET cadre to administer the EOCCT; however, independent quality control personnel must be present to ensure that standards are maintained. Unit cadre personnel must be certified by the commander before they are permitted to participate in the testing process.

f. The goal of the EOCCT is to ensure that the soldier can properly perform the task to standard, without assistance, prior to graduation from AIT or OSUT.

g. Tests will be scored on a "GO/NO-GO" basis. The passing "GO" rate will be determined and clearly stated by the proponent, and not left to the subjective judgment of the tester.

h. An AAR will be conducted with each soldier to reinforce strengths on tasks accomplished and to correct weaknesses on tasks missed.

i. The TRADOC minimum standard is 70 percent. Proponents may selectively raise this minimum standard; however, the goal should remain 100 percent performance to standard on all EOCCT tasks by each soldier. Soldiers who are unable to achieve this goal should be considered for remedial training and re-testing prior to graduation or reassignment to another company in a follow-on cycle. Normally, one retest preceded by remedial training is administered in IET.

j. Remedial training is a joint responsibility of students and trainers. As such, students failing to achieve task/course standards must be provided opportunities to review material and practice skills prior to undergoing retest. Trainers must provide appropriate remedial assistance as necessary.

k. Re-testing will include all tasks failed.

l. IET soldiers who must retest are automatically eliminated from competition for class honors.

m. IET soldiers who fail an end-of-annex/block/module retest are prohibited from progressing further in the course, and should be considered for new start to a follow-on class or elimination.

n. Graduation criteria/waiver authority is outlined in para 3-22.

3-18. New Start Program.

a. IET soldiers who demonstrate deficiencies in achieving skill standards consistent with their time in training, but maintain the motivation to do so, will be considered for reassignment to another company or battalion. Reassignment should be made to a company in a later cycle where the soldier has the opportunity to repeat the phased training. These reassignments made under the New Start Program are intended to give the motivated soldier an additional opportunity to meet the skill standards and become a productive soldier for the Army. The success of the new start program is a direct function of the manner in which the soldier is integrated into the new unit. The chain of command and their soldiers in training must make a concerted effort to welcome the new soldier into their unit in a positive, supportive manner.

b. IET soldiers who have missed training due to emergency leave or hospitalization and will not be able to complete their training with their current unit, will be considered for reassignment under the New Start Program to a company in the appropriate week of training.

c. IET soldiers may be reassigned under the New Start Program at any point in the training cycle based upon the recommendation of the drill sergeant, company commander, and the approval of the battalion commander. Following the approval to reassign the soldier under the New Start Program, the soldier will be moved to the new company or battalion for further training NLT the following duty day.

d. The decision to repeat training will be made early so that instruction can begin quickly. Commanders will not remove those soldiers being considered for new starts from training until the decision is made. IET soldiers will not be used as detail soldiers during the new start process. The goal is to get the soldiers back into training within 1 day of the decision to restart them. While there are case-by-case exceptions, the decision during IET is authorized as follows:

(1) When a soldier's performance is unsatisfactory in a certain area, the soldier will be given intensive remedial training and retested in that area. If performance remains unsatisfactory after remedial training and retesting, the soldier may be reassigned to another company or battalion in a follow-on cycle.

(2) New starts for academic retraining to complete AIT/OSUT will be granted in accordance with AR 612-201.

(3) Individuals who are unable to complete MOS training will be processed in accordance with AR 612-201.

3-19. Remedial training.

a. Remedial training is additional training given to deficient soldiers in an attempt to enable them to attain training standards and remain in cycle, rather than be given a new start in a follow-on cycle.

b. All soldiers must successfully complete the weapons qualification required by their BCT/OSUT POIs. No waivers of these requirements to qualify with their assigned weapon is authorized. Soldiers who initially fail to qualify will be provided with a maximum of 1 week remedial training and four re-fire attempts in their current unit. This includes the first re-fire attempt on the initial day of qualification day. If soldiers have not qualified within the week of remedial training and are otherwise satisfactory, they may be given a new start date in a unit that is beginning BRM period 2. Mandatory remedial training is required between re-fires. Soldiers who fail their initial attempts at qualifying, and do not merit new start because of lack of discipline or motivation, and soldiers who fail to qualify after being a new start in another unit, will be considered for separation IAW AR 635-200.

c. Holdover periods for remedial training and retesting will be limited to 1 week for EOCT/EOCCT, and 2 weeks for the APFT. During these holdover periods, soldiers will be reported as holds on ATRRS. Soldiers may retest once for the EOCT/EOCCT and twice for the APFT.

(1) The holdover period for unqualified soldiers will begin on graduation day. Retests administered prior to this date will not be counted against the soldier.

(2) The commander may enroll APFT failures in the FTU for remedial training, however, they will continue to be reported as holds in ATRRS.

d. For individuals who fail to pass the retest, a decision must be made on whether to new start the individual, discharge the individual under the ELS program as outlined in AR 635-200, or retrain the individual in another MOS (for EOCCT only). A decision on which course of action is appropriate must be based on an independent evaluation of each individual using the following guidelines:

- (1) Potential worth to the Army.
- (2) Past training record, attitude, and motivation.
- (3) Academic standing.
- (4) General overall physical condition.

3-20. IET retraining policy.

a. Policy concept and objectives.

(1) The TRADOC IET retraining policy is as follows:

(a) A soldier unable to qualify for an MOS after the first training assignment may be considered for retention in the Army and additional skill training in a second MOS only if, in the judgment of the commander, the soldier possesses those qualities which are considered exceptional and demonstrates the motivation and potential to successfully complete the second MOS training.

(b) In all other cases, soldiers who do not meet academic standards will be properly counseled and processed for separation IAW AR 635-200, chapter 13.

(2) This policy was established to enhance efficiency, productivity, and morale in both the training base and the units to which MOS-qualified accessions are ultimately assigned. It is designed to allow IET soldiers to concentrate on trainable accessions and to reduce workload associated with IET soldiers whose attitude and performance create an unwarranted administrative workload. The objective is to eliminate disruptive, less productive IET soldiers who have an adverse impact on unit esprit and the training environment.

(3) Full authority and control is given to training commanders to determine whether or not accessions who have failed the first training attempt are exceptional and merit a second opportunity or whether they should be processed for elimination from the Army.

b. Methodology.

(1) When a IET soldier has been given all remedial training opportunities and ultimately fails the first attempt at a MOS-producing school or course, the training unit battalion commander has 2 working days to decide on the disposition of the soldier. The battalion commander, based upon input received from cadre familiar with the soldier's reason for failure, can consider the soldier for a new start in another company, battalion, or the soldier may also be considered for retraining in another MOS, if one is available and can be matched to the soldier's individual qualifications, or the soldier may be recommended for separation. When RC soldiers are not granted a second training opportunity, coordination with the installation's RC liaison NCO is required to present additional evidence on behalf of the soldier to the battalion commander. The battalion commander is under no obligation to alter the decision.

(2) IET soldiers who are offered a second training opportunity will be sent to the Personnel Service Center (PSC) with all documents relative to their reclassification. The PSC has access to the Retrain Module, a name given to the ATRRS (STRAMS-E) enhancement which provides the Personnel Command (PERSCOM) with effective central control of all requests for retraining. The ATRRS operator will bring up the IET soldier's MOS selection "TS" display in ATRRS. The "TS" display is reviewed and outdated information updated to include the reason code for reclassification. This establishes the IET soldier's current qualifications and status in ATRRS. At this point a list will be printed providing MOSs the IET soldier is qualified to select. The IET soldier's social security number (SSN) is entered, and training over the next 4 weeks is provided. The IET soldier may use this listing to select a new MOS. If the IET soldier is qualified and a training seat is available, the MOS will be reserved. When the reservation is made, a message is provided to the PSC. This is their authority to publish orders. The PSC will reclassify the IET soldier within 48 hours. (To save transportation costs and reduce stress on the soldier, reasonable attempts will be made to match the soldier to an MOS which is taught at the assigned installation.) In the case of a RC soldier, the retrain module will seek an MOS based on a unit vacancy. If an ARNG accession

module does not contain predetermined second and third choices, based on unit needs, resolution will be made by the ARNG unit and ARNG liaison NCO at the installation. Similar coordination will be performed for USAR personnel. If the retrain module is non-operational, manual processing will not result in the forfeiture of any of the above mentioned efforts. Once approved, the retrain process should be accomplished within 5 working days.

(3) In the event another training opportunity is not offered or available, the commander with separation authority will counsel the soldier and consider separation actions IAW AR 635-200, chapter 2, section III.

f. Responsibilities.

(1) Each installation and RC reclassifier will ensure that in all cases where reclassification involves a move from one installation or headquarters to another, the soldier's file/packet will include a memorandum of introduction. The memorandum will verify that the training battalion commander has evaluated the soldier as being satisfactory, and the decision was not the result of any "automatic" process, and that the soldier acknowledges that a second training failure will result in a nonwaiverable separation from service. The memorandum will be signed by the training battalion commander or authorized representative.

(2) Installation commanders will establish a central point of contact (POC) who has, or is delegated staff authority for matters pertaining to IET retraining. These POCs will be identified to Commander, TRADOC, ATTN: ATOM-O, Fort Monroe, VA 23651-1001, by name, office symbol, and telephone extension. Questions or comments pertaining to this policy will be addressed to the above office.

3-21. Separations.

a. Attainment of Army standards is the gauge for successful completion of IET. While insisting soldiers meet Army standards is essential, it is only half of the TRADOC training philosophy of insist/assist. Assisting each soldier to attain Army standards is equally important. New soldiers are to be given reasonable opportunities to demonstrate their potential for continued service. Commanders will exhaust retraining and counseling procedures before determining if an individual's performance and potential worth to the Army justify a new start or separation under the ELS provisions of AR 635-200. Those RC soldiers being considered for separation must be counseled by the local ARNG/USAR liaison personnel.

b. BCT/OSUT soldiers, to include soldiers that were assigned to FTU for 1 to 3 weeks, will not be separated for reasons of lack of motivation or aptitude prior to completion of their second week of training. The use of the new start/retraining process will ensure that a positive training environment is maintained. This will provide new soldiers a fair adjustment period and allow for proper evaluation and counseling. However, in the

event of a highly disruptive or suicidal soldier, battalion commanders may authorize an earlier discharge.

c. New soldiers will be kept in training until the battalion commander approves the ELS. After a discharge is approved, the ELS candidate will be removed from the platoon environment and out-processed within 3 working days. These soldiers will be reported on ATRRS in a hold status as Trainee Discharge Program.

3-22. Graduation criteria/waiver authority.

a. Soldiers in all IET courses must pass the APFT and attain special qualifications prescribed in the appropriate POI and this regulation to qualify for graduation.

b. POI requirements designated by the proponent school as critical tasks for the awarding of an MOS can not be waived.

3-23. Medical waivers for enlistment. Reception battalion administrative processing sections will ensure that the gaining training unit is notified of soldiers who have been enlisted with medical waivers. Unit training cadre must be aware of the limitations of soldiers who have been granted medical waivers.

3-24. Competition and awards.

a. Soldiers and units are to compete against common standards rather than against each other. Competition should recognize each soldier or unit that meets or exceeds standards as a winner.

b. All levels of command must constantly monitor competitive programs and ensure that competition supports rather than detracts from training objectives.

c. A comprehensive award system should be established within each ATC/school. This system should provide recognition for both IET soldiers and cadre personnel. Training companies will be encouraged to assist each other in reaching training objectives.

d. Statistics, a by-product of competition and training, are to be used for managerial purposes only. They are not an end in themselves. Care will be taken to ensure statistics do not assume major importance and create undue pressure on the IET soldier or the cadre.

(1) Statistics will not be used as a basis for evaluating cadre performance.

(2) Commanders and cadre must recognize that each class is comprised of individuals of varying capabilities and potential. Each individual and each class have limits on their potential. The goal is to maximize this potential.

3-25. IET soldier details. Using IET soldiers for details will be held to an absolute minimum. The type and frequency of details to be performed by soldiers will be strictly controlled. Consideration will be given to using an entire unit (section, squad, platoon, class, or company) to meet requirements, rather than distributing

the requirement over several different units. This will lessen the need for individuals to make up training and provide additional opportunities for building teamwork.

a. To the maximum extent feasible IET cadre will supervise IET soldiers when they are performing details. Maximum effort will be made to utilize this time for reinforcement of soldierization skills.

b. In cases where a civilian employee oversees IET soldiers on a routine basis, duties and responsibilities of IET soldier management will be added to their civilian employee's job description.

3-26. IET soldier leaders.

a. Soldiers in IET may be appointed and act as squad, crew, group, or section leaders and assistant platoon sergeants during any or all phases of IET. Soldiers appointed as IET soldier leaders will be taught the functions, duties, and responsibilities of their positions prior to assuming those duties.

(1) New soldiers in IET are authorized to wear brassards indicating rank (corporal for squad, crew, group, or section leaders; sergeant for assistant platoon sergeants) as outlined in AR 670-1. They are not to be considered NCOs nor accorded the privileges of NCOs.

(2) Soldiers in IET for reclassification training or who have prior service may be appointed to leadership positions identified above.

(a) Reclassified and prior-service soldiers in the grades private through specialist are authorized to hold IET soldier leader positions but are not to be considered NCOs. They may be granted the same privileges of permanent party personnel of their same grade.

(b) NCOs will wear their authorized rank, be considered and treated as NCOs. They may be granted the same privileges as permanent party personnel of the same grade.

b. Cadre must be thoroughly informed on the proper use of IET soldier leaders. IET soldier leaders will not be assigned responsibility for a mission or function that is normally the responsibility of a permanent party soldier. IET soldier leaders will be allowed to use their initiative, authority, and to assume responsibilities commensurate with their position, experience, and ability while under supervision of IET cadre.

c. IET soldier leaders will not be used as primary instructors during formal instruction. They may be used as assistant instructors, provided such duty or preparation does not keep them from scheduled instruction.

3-27. Medical/dental treatment.

a. Soldiers will be informed of sick call procedures upon arrival in their training units. Key information on sick call and emergency medical/dental procedures will be posted conspicuously within the training unit. Soldiers will be instructed on the need to seek prompt medical attention regardless of interruptions in their training.

b. Cadre will not discourage or prevent soldiers from going on sick call. Training units will not institute restrictive administrative procedures (such as "turn-in of equipment") to hinder ill soldiers from going on sick call. The threat of new start will not be used to discourage soldiers from seeking medical attention promptly.

c. IET soldiers and cadre must be aware that delay in medical/dental treatment can have serious consequences. Prompt medical attention must be provided to soldiers who feel ill or are injured.

d. Medical treatment facilities will be strongly encouraged to utilize the DA Form 3349 (Physical Profile). This form clearly defines to the soldier's parent organization physical limitations imposed due to medical treatment allowing positive control of the soldier's activity. DA Form 3349 will also indicate what exercises a soldier can perform as a form of physical training.

e. IET soldiers who miss three or more consecutive full days of training will be reported in ATRRS as either Medical Hold or Medical Separation as appropriate.

f. BCT graduates on profiles should be shipped to their AIT units unless AIT commandants specify that soldiers with specific profiles should not be shipped.

3-28. Personal health and hygiene.

a. To instill good hygiene habits in all soldiers, each installation will establish a comprehensive personal hygiene program to include inspections in accordance with appendix E.

b. Each installation will provide soldiers an orientation on proper nutrition, good dietary habits, the adverse effects of alcohol, drugs, and tobacco products, stress management, HIV prevention education, and the Army Health Promotion Program.

c. Commanders and leaders, in cooperation with installation medical authority, will implement a comprehensive program to ensure the adequacy of billeting and maintenance of sanitary, healthful conditions.

3-29. Prevention of heat and cold injury.

Installation commanders will develop and implement detailed programs for prevention of heat and cold injury. TRADOC Reg 350-29 will be used as the basis for locally developed programs. Commanders should also coordinate with the local Preventive Medicine Service of the MEDDAC for assistance in developing their programs. As a minimum, programs will provide the following:

a. An acclimatization period for new soldiers, at the beginning of all training cycles is essential. Many new soldiers are not physically fit or capable of strenuous activity. During this period, activity will be marked by initially low exertion levels that increase gradually. All soldiers will receive a mandatory briefing or class on prevention of heat/cold injuries (as appropriate) as part of in-processing. It is essential to educate newly assigned personnel before they become a heat or cold casualty.

b. A notification system to ensure that each commander, DS, and instructional committee member knows the current WBGT indexes and wind chill factors. Ensure that one portable WBGT kit (NSN 6665-00-159-2218) per training company (BCT, OSUT, and AIT) is issued. Cadre members should have the pocket-sized graphical training aid (GTA) on Heat Injury (GTA-8-5-40) and Cold, Cause and Symptoms (GTA 8-6-12) or another suitable locally produced GTA with them during training.

(1) Specific local policy on training activities that may and may not be conducted during the various WBGT indexes.

(2) Specific local policy on training activities that may and may not be conducted at various wind chill factors.

c. Each installation shall establish standard procedures to ensure that emergency treatment is readily available during training.

3-30. Hearing conservation program. Exposure to high intensity noise may cause permanent hearing loss, which can affect combat efficiency. Each ATC will follow a hearing conservation program IAW AR 40-5 and TB MED 501. Commanders at all levels will enforce the requirement for all IET soldiers, instructors, and cadre to wear earplugs, or other approved hearing protective devices, when exposed to noise levels (e.g., range firing) that may be hazardous to hearing. Leaders are responsible for ensuring the hearing conservation program is implemented in their units, especially the monitoring and enforcement of wearing hearing protection in noise hazardous areas. An effective hearing conservation program reduces disability compensation claims and costs, and protects combat effectiveness and the health of soldiers.

3-31. Safety in training. Soldier safety/force protection is a leadership function called “caring for soldiers.” Safety will not be sacrificed for realism during training exercises. Safety of personnel must be a primary consideration in planning and conducting training exercises. Before training, all cadre and IET soldiers will be thoroughly briefed on the aspects of the risk management and risk assessment techniques associated with each specific training event/activity. This will include identification of specific hazards and those controls to be used to reduce the risk of accidents associated with the training event. IET risk assessment will address all applicable safety procedures and potential accident-producing conditions. Unusual vehicle, water, weapons safety considerations, and environmental hazards in training areas will be stressed prior to and during the training. The training cadre must be proactive and aggressive in reducing/preventing training injuries and fatalities.

a. The training cadre will establish safety standards for all training events/instructional periods. These standards will be based on the risk management techniques and procedures established in FM 100-14,

Risk Management, and support the specific task(s) to be performed, the training locations/environment, and equipment used. Commandants will ensure that appropriate safety statements are incorporated into all training support packages IAW guidelines established in TRADOC Reg 350-70.

b. TRADOC service schools and major subordinate commands will apply risk management techniques to eliminate or control hazards associated with proponent TSPs IAW guidelines established in TRADOC Reg 385-2.

c. Unit commanders will ensure that all safety controls identified in the risk management worksheets, are implemented prior to the start of training.

d. The instructor will integrate the appropriate safety/caution statement into each task and evaluate the performance of the soldiers while they are performing the task(s) to the prescribed standard.

e. Skill level 1 soldiers must meet their individual responsibilities for safety and be able to recognize and report unsafe acts to leaders.

f. Risk assessment/risk management is a five-step cyclic process that is easily integrated into the decision making process (FM 101-5). It is the process of identifying risks and subsequently preparing for and executing the mission in a manner which eliminates unnecessary risks. Risk assessment identifies hazards and examines the resulting risks associated with the mission. It is useful in making decisions about hazards causing the risks. The five risk assessment/risk management steps are:

(1) Step one is to identify hazards. Hazards are the potential sources of danger that could be encountered while performing a task or mission. For example, a river crossing would have hazards that include water depth and current, hypothermia, fatigue, debris on or under the water, change in conditions caused by weather, swimming ability of the soldiers, etc. Leaders must seek to identify all conceivable hazards prior to the operation.

(2) Step two is to assess the hazards identified to determine their cumulative effect on the mission or objective. Analyze each hazard to determine the probability of its causing a problem and the severity of the consequences should such a problem occur. This step concludes with a risk assessment that describes the impact of the combined hazards.

(3) Step three is to make a risk decision. Leaders weigh the risk against the benefits of performing an operation. Unnecessary risk can be just as great a hindrance to mission accomplishment as enemy action. Risk decisions are made at a level of command that corresponds to the degree of risk. Command guidance establishes who makes which decisions.

(4) Step four is to implement the controls established as a result of steps one through three. Included in this step is leader action to reduce or eliminate hazards.

(5) Step five is to supervise. Supervision includes following up during and after (AAR) to ensure that all went according to plan, reevaluating the plan or making adjustments as required to accommodate unforeseen issues, and incorporating lessons learned for future use.

g. Commandants/commanders and trainers will integrate safety/caution statements, risk assessment/management decisions, and fratricide prevention actions as appropriate into all training documents.

h. All training safety is built on a three-tiered (command, leader, individual) approach to safety.

(1) Tier 1 is commanders' business: validating structural soundness of training and evaluation plan for safety and ensuring safety-related matters are addressed.

(2) Tier 2 is first-line leaders' business: considering actions to be taken by responsible individuals, establishing a safety oversight of training and focusing on adherence to standards.

(3) Tier 3 is at the individual level—everyone's business: ensuring soldiers look after themselves and others, and know how to recognize unsafe conditions and unsafe acts.

3-32. EXODUS. EXODUS is the period of time that IET is suspended during the Christmas season. HQ TRADOC will establish and announce the training policy for EXODUS based on annual guidance published by HQDA for the holiday season. HQ TRADOC POC for EXODUS is ODCST, ATTN: ATOM-O. Local commanders will establish policy for soldier conduct while on EXODUS leave.

3-33. TRADOC Pam 600-4 (IET Soldiers Handbook).

a. TRADOC Pam 600-4 will be issued to all soldiers entering BCT and OSUT. The pamphlet provides soldiers with a pocket reference for subjects taught in BCT with emphasis on the tasks in the soldier's Manual of Common Tasks (STP-21-1-SMCT). Detailed test evaluation instructions and guidance for trainers and testers are available in the SMCT.

b. Commanders will ensure that IET soldiers departing for AIT have a copy of the TRADOC Pam 600-4 in their possession.

3-34. Basic Skills Education Program (BSEP). IET soldiers are eligible to participate in BSEP I in accordance with TRADOC Supplement 1 to AR 621-5.

3-35. Body Composition standards in IET.

a. The standards of AR 600-9 are applicable to IET soldiers upon graduation from IET or after 6 months of active service, whichever occurs first. The body composition standard is not graduation requirement. RC soldiers enrolled in the split-training option must meet IET (accession) body composition standards for the successive period of active duty training.

b. Prior-service soldiers are required to meet the body composition standards of AR 600-9 upon reentry on active duty.

c. Reclassified soldiers (those soldiers currently holding a MOS) must have completed over 6 months of active service and meet the requirements of AR 600-9.

(1) Reclassified soldiers with temporary profiles which prevent completion of the APFT will not be enrolled into MOS producing courses.

(2) Soldiers in temporary duty (TDY) and return status will not be allowed to attend MOS producing courses if they do not meet they body fat composition standards as prescribed in AR 600-9, Table 1, (weight for height table). Soldiers will be immediately returned to their home station.

(3) Soldiers in TDY enroute or PCS will not be allowed to attend MOS producing courses if they do not meet the prescribed body fat composition standards as prescribed in AR 600-9, Table 1, (weight for height table). These soldiers will be attached to the installation pending clarification of assignment instructions for follow-on training. The school commandant will notify PERSCOM of the soldier's ineligibility for schooling and request clarification of assignment instructions.

d. IET soldiers will be measured and weighed within 7 days prior to graduation. This information will be entered in item 8 of their DA Form 5286-R.

e. Soldiers who exceed 6 months active service while in IET and exceed the body composition standards, will be enrolled in the Army Body Composition Program IAW AR 600-9. Soldiers will be allowed to graduate from their IET course and all documents will be forwarded to their next duty station.

3-36. Drill Sergeant Uniform.

a. The DS uniform consists of the campaign hat and battle dress uniform. No other additions to the uniform are authorized.

b. During periods of training which call for a simulated tactical environment, (tactical road marches and field training exercises FTXs), unit cadre will be in the same uniform as the IET soldiers. During all other periods of training the drill sergeant will wear the prescribed DS uniform.

c. For physical fitness training the uniform for IET soldiers and cadre will be the Army issue physical fitness uniform (PFU). Installations may use a variety of color-coded road guard vests or reflective equipment, if needed to distinguish between IET soldiers and cadre.

3-37. IET soldiers held over for security clearance.

a. IET soldiers who have enlisted for MOS training that requires a security investigation will be processed IAW AR 612-201.

b. IET soldiers will not be delayed from entering the next training cycle. To support this effort, installation

security managers are authorized to grant interim collateral security clearances in the name of the Commander, Central Clearance Facility (CCF), Fort Meade, MD, to qualified IET soldiers IAW AR 380-67, Personnel Security Program, so they may enter training. The intent of this policy is to move all qualified IET soldiers to the AIT location. Soldiers will not depart the AIT/OSUT station with an interim clearance unless a favorably adjudicated ENTNAC has been received.

c. Prerequisites for interim clearances are outlined in DOD Dir 5200.2-R and AR 380-67; however, installation security managers are familiar with these procedures and should be consulted to eliminate/reduce soldier security holdovers.

d. Soldiers, who have enlisted for an MOS for which a sensitive compartmented information (SCI) is required in AIT, will be retained at the BCT site until the Commander, CCF, makes a determination of eligibility for such access.

e. Soldiers who have graduated from AIT/OSUT and are awaiting clearances should not be billeted in the same location as IET soldiers. The commander may grant these soldiers permanent party privileges.

3-38. IG system briefing. Commander's orientations in BCT/OSUT and AIT units will include a briefing on the IG system. Specifically, this briefing must cover the role of the IG, their function, how soldiers can get appointments to see the IG, and how the IG might help the soldiers with a problem.

3-39. Suicide prevention.

a. Commanders' and chaplains' orientations in IET units will include instructions on what actions soldiers must take in the event a fellow soldier talks to them about suicide. The orientation will direct the soldier to immediately notify the chain of command when he has such information. The soldier is to notify the first member of the chain of command who is available, whether that is the commander, first sergeant, TAC officer, or DS.

b. Commanders must counsel soldiers who are reported to have discussed or alluded to suicide. The commander must refer any soldiers suspected of contemplating suicide to mental health personnel for evaluation and counseling. The commander will provide an escort of greater rank than the soldier, but at least an NCO, to accompany the soldier until mental health personnel assume control. At no time will the soldier be left alone and unsupervised.

Chapter 4

Physical Fitness Training

4-1. General. This chapter establishes policies for conducting physical fitness training (PFT) and testing in all modes of IET. PFT and testing will be applied in conjunction with AR 350-41, FM 21-20, and DA Pam 350-22.

a. PFT in IET will—

(1) Progressively condition and toughen the soldier for combat duties.

(2) Develop the soldier's self-confidence, discipline and esprit.

(3) Improve the fitness level of the soldier to the highest level possible.

(4) Develop a healthy lifestyle through education.

(5) Through participation, teach the IET soldier the proper method to conduct physical fitness training.

b. The primary objective of PFT is to improve the five components of fitness: cardio-respiratory endurance, muscular strength, muscular endurance, flexibility, and body composition.

c. Soldiers expect tough demanding PFT. It must be progressive, disciplined training which meets their expectations and challenges their physical ability. The progressive nature of the PFT program is essential for the most benefit and safety of the soldiers. The intensity and degree of challenge of the exercises must be increased in logical increments throughout the training cycle.

d. The PFT program in IET will be based on the application of the frequency, intensity, time, and type (FITT) factors.

e. Command presence at PFT will emphasize the importance of PFT. The IET cadre should have their own PFT, separate from the soldiers. During the soldier's PFT sessions, a minimum of two DSs will be present for each platoon for BCT/OSUT, one per in AIT. The cadre primary responsibilities are to demonstrate proper procedures, correct soldiers performance, encourage soldiers to meet and exceed standards, and supervise those conducting PFT. One cadre member will perform the exercises with the soldiers to monitor intensity level and provide a leader role model.

f. FM 21-20 establishes the three-event APFT as the quality control and test vehicle for this program. Soldiers must be encouraged to perform to their maximum capability. Procedures for administration and grading of the APFT are set forth in FM 21-20.

g. Record APFTs for BCT, OSUT, and AIT will be monitored by quality control personnel from the brigade chain of command. IET cadre may be used to administer the APFT.

h. Commanders will give credit (minimum passing score) for passing the final APFT requirement to IET soldiers who can not complete the APFT due to a medical profile but who have met APFT standards on a diagnostic test (all three events on the same test). Soldiers must be tested in those events, not restricted by their profile. Soldiers with physical profiles of sixty days or more may take an alternate event if recommended by a physician and approved by the battalion commander.

This does not apply to soldiers with physical requirements to hold an MOS.

4-2. Health and safety considerations.

a. Health and safety considerations pertaining to PFT are outlined in AR 350-41.

b. To prevent unnecessary training injuries, IET commanders will implement physical training programs in accordance with the following policies:

(1) PT runs will use ability groups and adhere to the principle of recovery.

(2) On running days individuals should run in ability groups. Unit formation runs are a good tool to promote esprit-de-corps, but will be limited to one per cycle/class or one per month.

(3) Schedule runs on days soldiers are not required to walk for extended periods of time, such as road marches to bivouac sites or distant ranges, or when negotiating obstacle courses.

(4) Physical training on days immediately preceding the diagnostic and record APFT should be “easy” days and focus on warm-up and flexibility.

4-3. Conduct of training.

a. IET.

(1) The reception battalions will identify IET soldiers for accession into the FTU in accordance with appendix B.

(2) Soldiers will take PFT in accordance with the appropriate POI. The IET POI proponents will schedule physical training as often as practical, considering all the activities in the content of the total training program.

(3) The concept of total fitness is the basis of the PFT program.

(4) The duration and intensity of PFT will be adjusted to compensate for other physically demanding activities scheduled.

(5) Recommend PFT periods should be completed at least 30 minutes prior to meals and will not begin until at least 60 minutes after meals.

(6) The standards for performance of exercises will be strictly applied. Special training will be provided for soldiers who fail to maintain the unit or group progression rate.

(7) Commanders will use ability groups as described in FM 21-20.

(8) For use of PFT as corrective action, see para 2-7b(10).

(9) The only authorized uniform for PFT is the PFU IAW AR 670-1. The only headgear authorized with this uniform is the black knit cap. The wearing of running shoes for the APFT is required. Normally, PFT will be done in running shoes; however, other fitness activities

may be done in boots; i.e., progressive road marches, obstacle courses, etc.

b. BCT.

(1) An initial diagnostic APFT will be administered to establish goals and progressive fitness programs. PFT should emphasize gradual progression in intensity and regularity. PFT will be conducted each training day throughout the cycle IAW para 4-3a(2).

(2) Both the confidence and conditioning obstacle course will be scheduled and conducted in accordance with the BCT POI.

(3) Diagnostic tests will be administered as part of phases I and II performance evaluations. Soldiers who fail to show adequate performance or progress may be new started.

(4) The APFT will be administered during the final 2 weeks of training to determine if the soldier has attained minimum physical fitness standards for graduation. To satisfy the PFT graduation requirement in BCT, each soldier must score at least 50 points in each event (push-up, sit-up, 2-mile run), on the same APFT, and a minimum total score of 150 points.

c. OSUT.

(1) The guidance in para b above applies to OSUT. PFT will be conducted each training day throughout the cycle IAW para 4-3a(2). The training program should be developed using FM 21-20 as a guide.

(2) IET soldiers will be administered a record APFT at the end of Phase III for movement to Phase IV. Minimum passing score for IET soldiers is 150 points, (50 points in each event). Similar to their BCT counterparts, OSUT soldiers who fail the APFT will have an additional two weeks to pass the test. These soldiers will continue in training in their MOS during this two week period, but will not move to Phase IV. IET soldiers unable to achieve 150 points on the APFT at the end of the two weeks will be considered for elimination or new start. A final for record APFT will be administered during the last 2 weeks of training to determine if the soldier has achieved the APFT standard for graduation (60 points per event; 180 minimum total points). IET soldiers on medical profile who have successfully completed a diagnostic test will be given credit for having passed the APFT requirement.

d. AIT.

(1) PFT will be conducted each training day throughout the course IAW para 4-3a(2). The training program should be developed using FM 21-20 as a guide.

(2) Diagnostic tests will be administered at least once a month. This will assist in the establishment and assessment of phased training goals. Special training or new start will be considered for soldiers who fail to maintain the unit or group progression rate.

(3) The APFT will be conducted at the 8th week of AIT, or during the last 2 weeks of training, whichever

comes first, to determine if the soldier has achieved the Army physical fitness standard for graduation (60 points per event; 180 minimum total points). In longer courses, soldiers who fail to progress or fail subsequent diagnostic tests may be considered for new start or separation. Soldiers who can not complete the final APFT due to medical profile and who have successfully completed a diagnostic test, will be given credit for having passed the APFT requirement.

e. Reclassified soldiers. The APFT is a graduation requirement for BCT, AIT, and OSUT. This requirement applies to all soldiers attending AIT/OSUT as a result of reclassification action.

f. Over 40 requirements. RC personnel at age 40 or older attending IET are subject to the same APFT requirements as Active Army personnel. The IET graduation requirement for an APFT will be waived for RC personnel if the course length doesn't permit sufficient time for them to prepare for testing (90 days) after they are medically cleared.

4-4. Waiver of APFT requirement. No waivers of the APFT requirement are authorized except for those who fall into the category of soldiers in para 4-3(f) above. Commanders will evaluate, on an individual basis, soldiers who fail to attain the APFT standards. Remedial PFT and/or new start are considered appropriate measures for soldiers who fail to achieve minimum standards. Soldiers who continually fail to meet the minimum standards for the phase of training completed (BCT, AIT, OSUT), after remedial training and/or new start, will be considered for elimination. IET soldiers with medical profiles which prohibit taking all or part of the record (graduation) APFT may be allowed to graduate if they have passed the APFT on a diagnostic test. Profiled soldiers will be required to pass the events not restricted by the profile. BCT soldiers should not be shipped to AIT if they have a long-term profile that would hinder successfully meeting AIT requirements.

Chapter 5 Training Evaluation and Assessment

5-1. General. TRADOC ATC commanders and school commandants ensure that training standards are enforced through a system of rigorous evaluations of training and testing. FM 25-100, Training the Force, emphasizes the importance of evaluation in this statement, "Evaluation of training measures the demonstrated ability of individuals, leaders, and units against specified standards." Evaluation reports provide the chain of command performance feedback vital in making assessments of individual, leader, and unit ability.

5-2. Types of evaluations. TRADOC Reg 350-70 prescribes two types of commander evaluations. Those types are internal and external.

a. Internal evaluations focus primarily within the service schools or integrating center but may include

evaluation at ATC and other schools by course or publication proponents. Its purpose is to assess currency of doctrine, tactics, and techniques. Internal evaluations also include verification of the application of a System Approach to Training to meet minimum essential analysis, design, and development requirements. Its emphasis is on course content and the achievement of learning objectives to prescribed standards.

b. External evaluation includes efforts outside of the service schools or integrating center to verify currency and effectiveness of doctrine, tactics, and techniques in meeting the needs of the ready force. External evaluation obtains feedback on the duty proficiency of proponent graduates in units, the adequacy and currency of training support materials, and doctrinal sufficiency in TRADOC publications.

c. HQ TRADOC will conduct scheduled and unscheduled evaluations of the ATC and service schools. The evaluation will focus on high priority/high impact mission-based training and training-related problems requiring command involvement and resolution.

Chapter 6 Reserve Component Training

6-1. General. This chapter sets forth policies and establishes uniform procedures for managing RC-unique training issues.

a. These guidelines apply to the training of both ARNG and USAR members, unless specifically stated as applicable to only one of the components.

b. The policies and procedures contained in this chapter address those issues most commonly encountered during IET and reinforce the guidance provided in TRADOC Pam 600-5.

6-2. Assistance to ARNG/USAR soldiers in IET.

a. ARNG and USAR liaison personnel are attached to TRADOC installations to assist the ATC and unit chain of command in solving problems encountered by RC members during training. Liaison personnel assist the command and soldier in resolving RC-unique problems and should be consulted by unit cadre.

b. The IET cadre will inform the ARNG and USAR liaison personnel of all actions, both positive and negative, that have the potential to affect RC soldiers. The liaison personnel will notify the appropriate chains of command of those RC soldiers who will receive awards and honors, and counsel those RC soldiers with attitude, motivation, or training problems.

6-3. Placement into training. In accordance with AR 612-201, chapters 2 and 3, RC personnel processing will meet report dates specified in soldier orders. This policy applies to all BCT, OSUT, and AIT courses, and requires priority seating for RC personnel when insufficient capacity exists to seat all soldiers awaiting a course start.

6-4. Split training option (STO).

a. STO is an alternative training program designed to recruit and train students and seasonal employees who do not have enough time to complete BCT/AIT during their IET tour. STO allows soldiers to enter and complete BCT, return to their civilian education/occupation, and return the following year to complete AIT.

b. The term STO 1 identifies the BCT portion of the training program. The term STO 2 refers to the AIT portion of the training program. STO 1 and 2 should not be confused with phases I and II of IET.

c. Mandatory release dates (MRDs) are management tools to ensure that STO 1 soldiers are properly processed for training. The MRDs are determined at the soldiers' home stations, and published in the additional instructions section of the active duty orders. It is critical that STO 1 soldiers enter IET as scheduled.

6-5. BCT integration into AIT. BCT skills acquired during STO 1, should be reinforced in the unit of assignment between STO 1 and entering AIT the following year.

6-6. IET soldier holdover. For RC personnel who fail the EOCT, or other graduation requirements, and are held for remedial training and retesting, the following procedures apply:

a. Installation ARNG/USAR liaison personnel will be notified immediately of all ARNG or USAR holdovers to resolve any potential conflict with extension on active with the appropriate RC command.

b. Holdover provisions as outlined in para 3-18 are applicable to RC soldier holdover management.

6-7. STO early releases.

a. Policies pertaining to MRDs differ for STO 1 and STO 2 soldiers as indicated below.

(1) All STO 1 soldiers are guaranteed a return to home of record for civilian education or employment commitments on a predetermined date.

(2) The STO 2 soldiers are not guaranteed an MRD for civilian education or employment purposes as part of the enlistment contract. Individuals returning for STO 2 are expected to remain on active duty until training is completed and an MOS is awarded.

b. To preclude STO 1 individuals from being placed in training with insufficient time to complete the course, the following steps will be accomplished at the installation:

(1) All STO 1 soldiers will be screened prior to the start of training to determine if there are conflicts between the length of training and anticipated release date.

(2) Individuals identified as having a conflict will be referred to ARNG or USAR liaison personnel for

assistance in conflict resolution. Liaison personnel will contact The State Adjutant General (TSAG), the USARC or Regional Support Command (RSC), as appropriate, to resolve the conflict and obtain an extension of training time.

(3) When it is impossible to obtain an extension to complete training, and course acceleration is not feasible, ARNG and USAR liaison personnel will request that the TSAG or continental United States Army (CONUSA) concerned amend the order and return the individual to the parent RC unit. Individuals in this category will not be entered into training.

(4) Should liaison personnel encounter a refusal to revoke the order of an individual with insufficient time to complete the required training, HQ TRADOC, ATTN: ATTG-IT, will be notified for assistance in obtaining a release.

c. Instances may be encountered when conflicts develop between available time and course length for STO 1 soldiers due to conditions such as profile, emergency leave, or new start. The following procedures will help minimize the impact on the individual soldier and the training system:

(1) When completion date conflicts exist for those individuals currently in training, the following steps apply:

(a) Installation ARNG and USAR liaison personnel will contact the TSAG or USARC to obtain an extension on the MRD so that training may be completed. When such extensions are obtained, the individual's orders may have to be amended by the installation to clearly indicate the period of training to be performed.

(b) Where extensions on MRDs cannot be obtained, accelerated training to meet POI graduation requirements should be accomplished when possible.

(2) When training cannot be accelerated so that an individual can meet POI requirements for graduation, or if a soldier fails to meet graduation requirements by his MRD, the following guidance will apply:

(a) STO 1 soldiers will continue in training through the latest date possible before processing for release from IET.

(b) DA Form 5286-R (appendix D) will be annotated to reflect training completed prior to release from active duty and remaining training to be accomplished to meet graduation requirements. The original ITR will remain in the individual's MPRJ for return to the parent unit.

d. A copy of DA Form 5286-R will be forwarded to the trainee academic records section for retention to aid in maintaining accurate training files for STO 1 soldiers. A copy of DA Form 5286-R will be furnished to the liaison NCO upon the soldier's departure for home-station (state).

e. Exceptions to the procedures in para b and c above will be handled on an individual basis, with the appropriate ARNG or USAR liaison representative at the installation. Returning an individual without entering into training will be accomplished only after obtaining concurrence from the TSAG or CONUSA concerned.

f. Individuals released from active duty prior to completing STO 1 training will be rescheduled by National Guard Bureau (NGB)/CONUSA/USARC to complete course requirements. Installations, which receive individuals rescheduled for training, will be provided the following information prior to the rescheduled start date:

- (1) Name.
- (2) SSN.
- (3) Training requirements to be completed.
- (4) Report date.
- (5) Follow-on MOS if appropriate.
- (6) Copy of ITR.

g. For all early release actions the proper authority will be the TSAG or USARC concerned.

6-8. STO 2 physical fitness test procedures.

a. STO 2 soldiers will be administered a diagnostic APFT upon arrival to determine level of conditioning.

b. Soldiers in a poor state of conditioning will not be placed in the FTU. These soldiers will be identified to receive special PFT in their AIT unit, and be referred to ARNG/USAR liaison for counseling.

c. New start periods for STO 2 soldiers will be generally limited to 2 weeks duration, unless exceptional physical circumstances dictate a longer period for soldier welfare.

d. Commanders will notify the ARNG or USAR liaison personnel of all RC soldiers who fail the APFT. Soldiers may be retained for a maximum of 2 weeks for special PFT and retesting. Those who still cannot pass the APFT will be considered for new start or elimination from the service.

6-9. STO 2 administrative deficiencies.

a. TRADOC installations may encounter STO 2 soldiers who are not prepared to enter training upon arrival at the installation. Some discrepancies in the area of military personnel records, finance records, medical records, and outdated physicals may occur. In addition, some individuals will continue to report without the required clothing issue.

b. For soldiers who are not prepared to enter training upon arrival for STO 2, the following procedures will be used at all installations:

(1) Individuals without current physicals will be given new physicals. Every effort should be made to

schedule physicals so that lost training time is kept to a minimum.

(2) Individuals arriving without the required clothing will be given a new issue by that installation. This additional issue will consist of only those items required to complete the training. Items issued will be charged to the appropriate State United States Property and Fiscal Office (USPFO) or Army Reserve Command as authorized by AR 700-84.

(3) Individuals arriving without required records will be held out of training if these records cannot be duplicated by the installation. Records required to start training are a valid set of orders and individual health records. The appropriate ARNG or USAR liaison representative will be notified immediately of all personnel held out of training in order to rectify records discrepancies. If the needed documents are not received within 5 days, NGB or the Office of the Chief, Army Reserve (OCAR) will be notified of the delay by liaison personnel. If the required records are not received within a total of 10 days the installation will return the individual to the unit of assignment for rescheduling to complete STO 2.

c. Installations will forward a list of discrepancies with the soldiers' names, units, states, site where BCT was conducted, and discrepancies to HQ TRADOC, ATTN: ATTG-IT. Information copies will be provided to the ARNG/USAR liaison personnel at the installations.

6-10. Testing of STO soldiers in IET.

a. STO 1 soldiers will be evaluated on all end of cycle tasks (phases I through III) prior to being released from STO 1 training.

b. STO 2 AIT soldiers will be evaluated on all EOCCT tasks prior to their release from STO 2 active duty tour.

Appendix A References

Section I Required Publications

AR 351-1
Individual Military Education and Training

AR 380-67
The Department of the Army Personnel Security Program

AR 600-9
The Army Weight Control Program

AR 612-201
Processing, Control, and Distribution of Personnel at U.S. Army Reception Battalions and Training Centers (RCS MILPC-17 (R1))

AR 635-200
Enlisted Personnel

TRADOC Regulation 350-6

DOD 5200.2-R

Personnel Security Program

FM 21-10

Field Hygiene and Sanitation

FM 21-18

Foot Marches

FM 22-101

Leadership Counseling

TB MED 81

Cold Injury

TB MED 507

Occupational and Environmental Health Prevention, Treatment, and Control of Heat Injury

TRADOC Reg 350-12

Trainee Abuse Reporting (RCS ATBO-61)

TRADOC Reg 350-16

Drill Sergeant Program (DSP)

TRADOC Reg 350-29

Prevention of Heat and Cold Casualties

TRADOC Reg 350-70

Training Development Management, Processes, and Products

TRADOC Reg 140-3

USAR Training Division, USAR Separate Training Brigades, and USAR Reception Battalions Training Policies

Section II

Related Publications

AR 40-5

Preventive Medicine

AR 350-10

Management of Army Individual Training Requirements and Resources

AR 350-41

Training in Units

AR 621-5

Army Continuing Education System (ACES)

AR 670-1

Wear and Appearance of Army Uniforms and Insignia

AR 700-84

Issue and Sale of Personal Clothing

AR 840-10

Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates

FM 3-100

Chemical Operations, Principles, and Fundamentals

FM 21-20

Physical Fitness Training

FM 25-100

Training The Force

FM 25-101

Battle Focused Training

DA Pam 350-22

You and the Army Physical Fitness Test (APFT)

STP 21-1-SMCT

Soldier's Manual of Common Tasks (Skill Level 1)

TRADOC Pam 600-4

IET Soldier's Handbook

Section III

Referenced Forms

DA Form 705

Army Physical Fitness Test Scorecard

DA Form 3349

Physical Profile

DA Form 4856

General Counseling Form

DA Form 5286-R

Individual Training Record, Basic Training, Advanced Individual Training, One Station Unit Training (OSUT)

DA Form 5286-1-R

Individual Training Record, Basic Training, Advanced Individual Training, One Station Unit Training (OSUT) (Continuation Sheet)

Appendix B

Fitness Training Unit

B-1. This appendix promulgates TRADOC policy concerning the operation of FTUs at all ATCs.

B-2. The mission of the FTU is to prepare soldiers physically and mentally for BCT or OSUT. Positive motivation of the soldier is key to the success of the program. It is essential that the cadre develop the soldier's self-esteem, self-confidence, and positive attitude towards Army service. The program is designed to graduate soldiers who are capable of meeting the physical demands of BCT/OSUT and are success oriented. Cadre must create a positive environment that establishes realistic goals for the soldier, provides assistance to achieve the goals, and positively recognizes the soldier when goals are achieved.

B-3. All pre-BCT/OSUT soldiers will be given an assessment test while at a US Army Reception Battalion (RECBN). The test will be administered by either FTU cadre or qualified RECBN DSs and the results used to determine whether or not a soldier will be assigned to the FTU. The following are the entry criteria for assignment to the FTU:

a. Male. Soldiers scoring 12 or less on the push-up assessment.

b. Female. Soldiers scoring 0 on the push-up assessment.

B-4. Soldiers assigned to an FTU will receive up to 3 weeks of training in accordance with the FTU POI. Assessment tests will be given each week to determine if a soldier has reached a level of physical conditioning sufficient to begin BCT/OSUT. The following is the exit criteria to determine completion of FTU training:

(a) Males. Soldiers must perform 20 or more push-ups.

(b) Females. Soldiers must perform 6 or more push-ups.

(c) Once soldiers have attained the required physical standards specified above, cadre will conduct an interview to ensure soldiers have the motivation and attitude to successfully complete BCT/OSUT. The unit commander will review the performance of the soldier before authorizing shipment from the FTU.

(d) On a case by case basis, soldiers may exit the FTU and proceed to Phase I of BCT/OSUT, even though they fail to meet the exit criteria, if they have demonstrated continuous improvement while in the FTU and are recommended by the FTU chain of command.

(e) If soldiers cannot meet exit criteria after 3 weeks in the FTU, and do not fall into the category of para b-4(d) above, the commander will consider them for discharge/ELS.

B-5. Cadre selected for the FTU must demonstrate a high degree of motivation and commitment to assist and develop soldiers to succeed in BCT/OSUT. The FTU cadre must have an intimate knowledge of, and dedication to the TRADOC insist/assist training philosophy.

a. FTU commanders, whenever possible, should have previous IET experience.

b. FTU DSs must have 1 year of IET experience prior to FTU assignment and must present a physically fit appearance.

B-6. It is essential that the soldier receive a positive image of the Army when he enters the FTU. The quality of training facilities and equipment significantly impacts on soldiers' attitudes towards learning. Commanders must ensure that the learning environment supports the objectives of the program. Equipment and classrooms require special attention to ensure proper standards are maintained.

B-7. Soldiers with MOSs that have infrequent AIT class starts normally will not be assigned to an FTU. However, if a soldier performs so poorly on the FTU assessment test that the FTU commander is convinced the soldiers will be unsuccessful in BCT/OSUT, he may request the soldier be entered into the FTU program. This request will be acted on by the first lieutenant colonel (05) in the FTU chain of command. Soldiers who are not placed in the FTU because of AIT start dates will

be identified to the BCT/OSUT unit commander as requiring special PFT.

B-8. Reassignment of BCT/OSUT soldiers to the FTU is authorized. These soldiers will be reported on the Army Training Requirements and Resources System (ATRRS). Unit special training programs developed by qualified master fitness trainer (MFT), and supervised by unit cadre are the recommended method for developing soldiers already assigned to a BCT/OSUT unit. Soldiers who cannot meet standards in a reasonable amount of time will be considered for new start or elimination.

B-9. Those ARNG/USAR soldiers with mandatory release dates requiring return in less than 12 weeks after arrival at the RECBN, who do not meet physical fitness assessment minimum standards for entrance into BCT, must have their MRD adjusted by the ARNG/USAR liaison office.

B-10. The FTU operations should continue throughout the year. Soldiers in the FTU when EXODUS occurs will be counseled concerning their responsibility to continue their physical training through the EXODUS period, whether they are on leave or remaining in the unit. Soldiers should be given a diagnostic assessment upon resumption of training to determine their physical capabilities. Soldiers meeting the exit criteria should be programmed for BCT/OSUT as soon as practical.

B-11. Responsibilities.

a. HQ TRADOC.

(1) Establish policy concerning pre-BCT/OSUT FTU operations.

(2) Provide the ATCs the necessary resources, including manpower and funding, to conduct FTU operations.

b. Physical Fitness School, Fort Benning.

(1) Assigned as proponent for the FTU POI.

(2) Develop fitness lesson plans in support of the FTU POI.

(3) Develop training support packages, to include audiovisual products, in support of fitness instruction.

c. ATC commanders.

(1) Ensure adequate resources are provided for assessment and FTU operations, including personnel, equipment, and facilities. Manpower resources for FTU are validated by application of (RECBN) Manpower Staffing Standards. FTUs are defined within this standard under separate manpower tables. Training funds for FTU workload is based on historical student load data contained in ATRRS. Functional proponent for the FTU manpower staffing is HQ TRADOC, ATTN: ATTG-I and ATTG-R, for funding information. RECBN functional proponent is ATTG-M. Annual MS3 application conducted by DCSRM, HQ TRADOC, and verified by installation DRM.

(2) Develop cadre training programs that will ensure FTU cadre are properly trained and motivated to perform FTU duties.

(3) Request adequate MFT course quotas to ensure that the FTU company commander and 50 percent of the assigned drill sergeants are MFT qualified.

(4) Ensure that FTU training is conducted in accordance with this appendix and the FTU POI.

(5) Ensure FTU input and graduation data is posted into ATRRS IAW AR 350-10. ATRRS assistance can be obtained from HQ TRADOC, ATTN: ATOM-O.

B-12. MOS Hard Starts. The MOS hard start list is disseminated annually by HQ TRADOC, ATTN: ATTG-IT, and is sent to each installation in a memorandum. The list is published and distributed in the Aug-Sep timeframe and establishes an effective date. Only MOSs on this list qualify for exemption under this category.

Appendix C

Common Tasks Selected for Reinforcement Training and Evaluation in AIT

C-1. This appendix establishes the BCT tasks to be reinforced and evaluated in AIT units.

C-2. TRADOC has a responsibility to ensure those skills gained by the soldier in BCT do not deteriorate to an unacceptable level prior to their graduation from IET. Therefore, selected skills trained in BCT must be reinforced and evaluated in AIT. (Tasks are listed in table C-1).

C-3. Tasks will be evaluated during the final 4 weeks of AIT. Tasks for which individuals receive “No-Gos” will be reinforced and evaluated again prior to graduation. The goal is to ensure all soldiers demonstrate the ability to perform those tasks prior to departing IET. For long AIT course lengths, skill decay for many tasks may approach a point where time required to bring the individual back up to standard equals 50 percent of the original training time. To preclude that, units will schedule periodic refresher training. To assist in that effort, refresher training subjects and frequencies are suggested by researched skill retention data to maintain 90 percent proficiency. These are listed at table C-1.

Table C-1

Common tasks selected for reinforcement/evaluation in AIT and minimum reinforcement increment

Reinforce TRADOC Pam 600-4 or STP-21-1-SMCT

| <u>Every</u> | <u>Number</u> | <u>TITLE</u> |
|--------------|---------------|--|
| 4 wks | 031-503-1004 | Protect Yourself From Chemical and Biological Injury/Contamination Using Your M40 Series Protective Mask With Hood |

Table C-1 (continued)

| <u>Every</u> | <u>Number</u> | <u>TITLE</u> |
|--------------|---------------|--|
| 4 wks | 031-503-1007 | Decontaminate your Skin and Personal Equipment Using An M258A1 |
| 4 wks | 081-831-1030 | Administer Nerve-Agent Antidote to Self (Self-Aid) |
| 16 wks | 031-503-1019 | Recognize and React to a Chemical/Biological Hazard Attack |
| 16 wks | 031-503-1018 | React to Nuclear Hazard |
| 4 wks | 081-831-1016 | Put on a Field or Pressure Dressing |
| 4 wks | 081-831-1017 | Put on a Tourniquet |
| 8 wks | 081-831-1005 | Prevent Shock |
| 4 wks | 081-831-1034 | Splint a Suspected Fracture |
| 4 wks | 071-326-0502 | Move Under Direct Fire |
| 4 wks | 071-326-0511 | React to Flares |
| 8 wks | 071-329-1001 | Identify Terrain Features on the Map |
| 4 wks | 071-329-1002 | Determine the Grid Coordinates of a Point on a Military Map |
| 4 wks | 071-329-1003 | Determine a Magnetic Azimuth Using a Lensatic Compass |
| 8 wks | 071-326-0010 | Report to an Officer (Indoors) |
| 4 wks | 071-326-0014 | Identify Rank |
| 4 wks | 071-326-0012 | React to an Approaching Officer |
| 4 wks | 071-326-0013 | React to an Approaching NCO |
| 4 wks | 071-331-0050 | React to an Inspecting Officer |
| 8 wks | 071-331-0801 | Use Challenge and Password |
| 4 wks | 071-331-0052 | Challenge Unknown Persons (Night) |
| 4 wks | 071-331-0051 | Summon Commander of Relief |
| 8 wks | 113-571-1016 | Send a Radio Message |
| 4 wks | 071-326-0030 | Execute Drill Movements with Arms (Stationary) |
| 4 wks | 071-326-0031 | Execute Drill Movements with Arms (Marching) |
| 4 wks | 071-311-2025 | Maintain an M16A2 Rifle |

Table C-1 (continued)

| <u>Every</u> | <u>Number</u> | <u>TITLE</u> |
|--------------|---------------|--|
| 4 wks | 071-311-2026 | Perform a Function Check on an M16A2 Rifle |
| 8 wks | 071-311-2027 | Load an M16A2 Rifle |
| 8 wks | 071-311-2028 | Unload an M16A2 Rifle |
| 8 wks | 071-311-2029 | Correct Malfunctions of an M16A2 Rifle |
| 4 wks | 071-054-0001 | Prepare an M136 Launcher for Firing |
| 4 wks | 071-054-0002 | Restore an M136 Launcher to Carrying Configuration |
| 4 wks | 071-054-0003 | Perform Misfire Procedures on an M136 Launcher |
| 4 wks | 071-325-4425 | Employ an M18A1 Claymore Mine |
| 4 wks | 071-325-4401 | Perform Safety Checks on Hand Grenades |
| 4 wks | 071-325-4407 | Employ Hand Grenades |

Appendix D Training Records

D-1. This appendix provides an example of a BCT Individual Training Record (ITR) and supplements the guidance in chapter 3 for completing the ITR. Every ITR will contain the same basic data in section 7a. Due to the specific tasks taught in BCT, OSUT, and AIT, item 7b will reflect tasks specific to the training environment and phase of training. The training records are comprised of DA forms and, with the exception of overprinting training subjects in the appropriate sections, cannot be modified by TRADOC or its subordinate commands. Headquarters TRADOC will coordinate changes to the forms that comprise the training records with HQDA.

D-2. DA Form 5286-R (Individual Training Record).

a. The following information, as a minimum, will be entered on the appropriate ITR by the unit providing the training:

- (1) Item 1: Soldier's name.
- (2) Item 2: Soldier's SSN.
- (3) Item 3: Organization.
- (4) Item 4: Installation.
- (5) Item 5: New Start, if yes give reason and date.
- (6) Item 6: Constructive Credit, if yes give reason.
- (7) Item 7:
 - (a) HQDA-Directed Training.
 - (b) Phase Tasks Trained.
 - (c) POI Requirements.
- (8) Item 8:
 - (a) Soldier's height and weight.

(b) Soldier's maximum allowable weight.

(c) Does soldier meet requirements outlined in AR 600-9? If no, enter body fat percent.

(9) Item 9. Individual has satisfactorily met all requirements listed in the appropriate POI.

(10) Item 10: Commander or designated representative signature.

D-3. Blank template of DA Form 5286-R is at figure D-1.

D-4. DA Form 5286-R will include records of all formal training received by the soldiers in IET. DA Form 705 will also be included in the TRTJ. A sample BCT ITR is at figure D-2.

Appendix E Health and Hygiene Training in IET

E-1. This appendix establishes TRADOC guidance for health and hygiene training/education in IET.

E-2. Commanders will develop their own programs which fully integrate this regulatory requirement, TRADOC philosophy, appropriate POI instruction, and unit activities.

E-3. Historically, in every conflict in which the United States has been involved, only 20 percent of all hospital admissions were from combat injuries. The other 80 percent were from diseases and non-battle injuries (DNBI). For this reason, it is imperative that our soldiers learn and develop good health and hygiene habits early in their training. Good health and hygiene habits are preventive countermeasures to DNBI. These counter-measures are generally simple, common sense actions that every soldier should know and perform.

E-4. While performing good health and hygiene habits is an individual responsibility, an environment that fosters the development of these habits is a leadership responsibility. This leadership responsibility is executed through:

a. Leader training. Cadre training POIs (Drill Sergeant School, Cadre Training Course, Pre-Command Course, etc.) and NCO/officer development programs should emphasize the leader's role in the education/habit development process. This is best accomplished by training in such areas as:

- (1) Individual Preventive Medicine Countermeasures (FM 21-10).
- (2) Unit Preventive Medicine Countermeasures (FM 21-10).
- (3) Inspection/Early Detection Techniques (FM 21-10).
- (4) Healthy Life Style Habits (FM 21-20).
- (5) Leadership Counseling (FM 22-101).

b. Effective role modeling of good health and hygiene habits.

c. Demonstrated interest and concern for the soldier's health.

***** FOR OFFICIAL USE ONLY *****
AUTOMATED DA FORM 5286-R

INDIVIDUAL TRAINING RECORD
 BASIC COMBAT TRAINING (BCT)
 (FOR USE OF THIS FORM SEE TRADOC REG 350-6; PROPONENT IS TRADOC)

| | | | |
|---------------------------|--------|-----------------|-----------------|
| 1. NAME (LAST, FIRST, M.) | 2. SSN | 3. ORGANIZATION | 4. INSTALLATION |
|---------------------------|--------|-----------------|-----------------|

5. NEW START: REASON:

FIRST ITERATION:
 SECOND ITERATION:

6. CONSTRUCTIVE CREDIT: YES/NO REASON:

7. POI SUBJECTS TRAINED/TESTED: DATE COMPLETED/SCORE

a. HQDA-DIRECTED TRAINING: (Annotates GO, NO-GO)

- | | | |
|------|---------|---|
| (1) | AD1 | ALCOHOL AND DRUG ABUSE PR |
| (2) | CD1 | CODE OF CONDUCT |
| (3) | EO1 | EQUAL OPPORTUNITY/PREVENTION OF SEXUAL HARASSMENT |
| (4) | HB2 | WEARING OF MOPP LEVEL 4 |
| (5) | HG1 | EMPLOY LIVE HAND GRENADES |
| (6) | HT | HAZCOM TRAINING |
| (7) | M16R | M16 |
| (8) | MJ2 | MILITARY JUSTICE 2 |
| (9) | | ARMY VALUES |
| (10) | | HUMAN RELATIONS |
| (11) | | SAEDA |
| (12) | | FINAL ARMY PHYSICAL FITNESS TEST PUSHUPS: Raw/points SITUPS: Raw/points RUN: Raw/point Total: |
| (13) | PT 2-3 | HEALTH BENEFITS AWARENESS |
| (14) | PA1 | STANDARDS OF CONDUCT |
| (15) | LL1 | GENEVA/HAGUE CONV |
| (16) | AFTB | ARMY FAMILY TEAM BUILDING |
| (17) | PA1 | BENEFITS OF HON DISCHARGE |
| (18) | | SUICIDE PREVENTION |
| (19) | | HEAT/COLD/HEARING INJURY PREV |
| (20) | FA1-8 | FIRST AID |
| (21) | IT4/CM1 | OPSEC |
| (22) | IT1-8 | OPFOR |
| (23) | CM1 | ELETRONICS SECURITY |

b. PHASE TASKS TRAINED: THE APPROPRIATE PHASE OF TRAINING AND THE TASKS TAUGHT IN THAT PHASE OF BCT, OSUT, OR AIT, WILL BE ENTERED IN 7B.

| | | | |
|---------------------------|--------|-----------------|-----------------|
| 1. NAME (LAST, FIRST, M.) | 2. SSN | 3. ORGANIZATION | 4. INSTALLATION |
| New Start: YES/No | | Reason: | |

POI REQUIREMENTS: POI REQUIREMENTS FOR THE APPROPRIATE BCT, OSUT, OR AIT POI WILL BE LISTED HERE.

8. ADDITIONAL INFORMATION:

HEIGHT:

WEIGHT:

MAX WEIGHT:

IET SOLDIER MEETS THE REQUIREMENTS OF AR 600-9: YES/NO

IF NO TO AR 600-9 REQUIREMENTS, BODY FAT PERCENT IS:

9. INDIVIDUAL HAS SUCCESSFULLY MET ALL REQUIREMENTS LISTED IN THE BCT PROGRAM OF INSTRUCTION (EXCEPT AS NOTED ON THIS FORM: YES/NO

SIGNATURE OF COMMANDER OR DESIGNATED REPRESENTATIVE:

Figure D-1

***** FOR OFFICIAL USE ONLY *****
AUTOMATED DA FORM 5286-R

INDIVIDUAL TRAINING RECORD
 BASIC COMBAT TRAINING (BCT)
 (FOR USE OF THIS FORM SEE TRADOC REG 350-6; PROPONENT IS TRADOC)

| | | | |
|---------------------------|-------------|-----------------|-----------------|
| 1. NAME (LAST, FIRST, M.) | 2. SSN | 3. ORGANIZATION | 4. INSTALLATION |
| Barr, Joe | 401-40-1401 | Co B 2 46TH INF | USATC, FT KNOX |

5. New Start: No REASON:

First Iteration:
 Second Iteration:

6. Constructive Credit: No Reason:

| | |
|---------------------------------|----------------------|
| 7. POI SUBJECTS TRAINED/TESTED: | DATE COMPLETED/SCORE |
|---------------------------------|----------------------|

a. HQDA-DIRECTED TRAINING: (Annotates GO, NO-GO)

| | | | |
|--------------|---|-----------|-------|
| (1) AD1 | ALCOHOL AND DRUG ABUSE PR | 12 Jun 98 | |
| (2) CD1 | CODE OF CONDUCT | 12 Jun 98 | |
| (3) EO1 | EQUAL OPPORTUNITY/PREVENTION OF SEXUAL HARASSMENT | 12 Jun 98 | |
| (4) HB2 | WEARING OF MOPP LEVEL 4 | 24 Jun 98 | GO |
| (5) HG1 | EMPLOY LIVE HAND GRENADES | 20 Jun 98 | GO |
| (6) HT | HAZCOM TRAINING | 12 Jun 98 | |
| (7) M16R | M16 | 3 Jul 98 | 38 GO |
| (8) MJ2 | MILITARY JUSTICE 2 | 13 Jun 98 | |
| (9) | ARMY VALUES | 12 Jun 98 | |
| (10) | HUMAN RELATIONS | 12 Jun 98 | |
| (11) | SAEDA | 13 Jun 98 | |
| (12) | FINAL ARMY PHYSICAL FITNESS TEST PUSHUPS: 85/100 SITUPS: 90/100 RUN: 13:00/100 Total: 300 | | |
| (13) PT 2-3 | HEALTH BENEFITS AWARENESS | 13 Jun 98 | |
| (14) PA1 | STANDARDS OF CONDUCT | 12 Jun 98 | |
| (15) LL1 | GENEVA/HAGUE CONV | 13 Jun 98 | |
| (16) AFTB | ARMY FAMILY TEAM BUILDING | 12 Jun 98 | |
| (17) PA1 | BENEFITS OF HON DISCHARGE | 14 Jun 98 | |
| (18) | SUICIDE PREVENTION | 14 Jun 98 | |
| (19) | HEAT/COLD/HEARING INJURY PREV | 15 Jun 98 | |
| (20) FA1-8 | FIRST AID (SEE TASKS BELOW) | | |
| (21) IT4/CM1 | OPSEC (TASKS BELOW) | | |
| (22) IT1-8 | OPFOR (SEE TASKS BELOW) | | |
| (23) CM1 | ELETRONICS SECURITY | 27 Jun 98 | |

b. PHASE TASKS TRAINED:

PHASE 1 TASKS:

| | | |
|------|--------------|---|
| (1) | 071-326-0022 | RECITE GENERAL ORDERS |
| (2) | 071-326-0014 | IDENTIFY RANK |
| (3) | 071-326-0021 | DEMONSTRATE KNOWLEDGE OF MILITARY TIME |
| (4) | 071-326-0012 | REACT TO APPROACHING OFFICER |
| (5) | 071-326-0013 | REACT TO APPROACHING NCO |
| (6) | 071-326-0020 | REACT TO OFFICER ENTERING A BLDG |
| (7) | 071-326-0010 | REPORT TO AN OFFICER INDOORS |
| (8) | 071-326-0011 | REPORT TO AN OFFICER OUTDOORS |
| (9) | 071-311-0750 | REACT TO AN INSPECTING OFFICER |
| (10) | 071-331-0052 | SUMMON COMMANDER OF RELIEF |
| (11) | 071-331-0052 | CHALLENGE UNKNOWN PERSONS (NIGHT) |
| (12) | 081-831-1000 | EVALUATE A CASUALTY |
| (13) | 081-831-1003 | CLEAR AN OBJECT FROM THROAT OF A CONSCIOUS CASUALTY |

Figure D-2

TRADOC Regulation 350-6

| NAME (LAST, FIRST, M.) | SSN | ORGANIZATION | INSTALLATION |
|------------------------|-------------|-----------------|----------------|
| Barr, Joe. | 401-40-1401 | Co B 2 46TH INF | USATC, FT KNOX |

| | | |
|------|--------------|---|
| (14) | 081-831-1016 | PUT ON A FIELD PRESSURE DRESSING |
| (15) | 081-831-1017 | PUT ON A TOURNIQUET |
| (16) | 081-831-1005 | PREVENT SHOCK |
| (17) | 081-831-1008 | GIVE FIRST AID FOR HEAT INJURIES |
| (18) | 081-831-1034 | SPLINT A SUSPECTED FRACTURE |
| (19) | 071-326-0030 | EXECUTE DRILL MOVEMENTS W/ARMS (STATIONARY) |
| (20) | 071-326-0031 | EXECUTE DRILL MOVEMENTS W/ARMS (MARCHING) |
| (21) | 071-311-2025 | MAINTAIN AN M16A2 |
| (22) | 071-311-2027 | LOAD A M16A2 RIFLE |
| (23) | 071-311-2028 | UNLOAD A M16A2 RIFLE |
| (24) | 071-311-2029 | CORRECT MALFUNCTION OF M16A2 RIFLE |
| (25) | 071-326-0013 | REACT TO AN APPROACHING NCO |
| (26) | 071-311-2026 | PERFORM A FUNCTION CHECK ON AN M16A2 RIFLE (OR MOS-SPECIFIC WEAPON) |
| (27) | 071-326-0030 | EXECUTE DRILL MOVEMENTS WITH ARMS (STATIONARY) |
| (28) | 071-326-0031 | EXECUTE DRILL MOVEMENTS WITH ARMS (MARCHING) |
| (29) | NTN | IDENTIFY SINGARS CONTROLS |

PHASE 2 TASKS:

| | | |
|------|--------------|--|
| (1) | NTN | DETECT TARGETS |
| (2) | 031-503-1025 | PROTECT SELF FROM CHEMICAL AND BIOLOGICAL INJURY/CONTAMINATION USING YOUR M40 PROTECTIVE MASK |
| (3) | 031-503-1019 | REACT TO CHEMICAL OR BIO HAZARD/ATTACK |
| (4) | 031-503-1014 | IDENTIFY CHEM AGENTS USING M8 DETECTOR PAPER |
| (5) | 031-503-1020 | DETECT CHEM AGENTS USING M9 DETECTOR PAPER |
| (6) | 031-503-1033 | DECON SKIN USING M291 SDK |
| (7) | 031-503-1018 | REACT TO NUCLEAR HAZARD |
| (8) | 113-600-1012 | INSTALL TELEPHONE SET TA-312-PT |
| (9) | 113-571-1022 | PERFORM VOICE COMMUNICATIONS |
| (10) | 113-587-1001 | EMPLOY AND OPERATE RADIO SET AN/PRC 77 |
| (11) | 071-329-1001 | IDENTIFY TERRAIN FEATURES |
| (12) | 031-503-1026 | MAINTAIN YOUR M40-SERIES PROTECTIVE MASK MASK WITH HOOD |
| (13) | 031-503-1024 | REPLACE CANISTER ON YOUR M40 -SERIES PROTECTIVE MASK |
| (14) | 071-329-1002 | DETERMINE GRID COORDINATES OF A POINT ON A MILITARY MAP |
| (15) | 071-326-0503 | MOVE OVER, AROUND, OR THROUGH OBSTACLES (EXCEPT OBSTACLES) |

PHASE 3 TASKS

| | | |
|------|--------------|--|
| (1) | 081-831-1042 | PERFORM MOUTH-TO-MOUTH RESUSCITATION |
| (2) | 081-831-1009 | GIVE FIRST AID FOR FROST BITE |
| (3) | 081-831-1031 | ADMINISTER FIRST AID TO A NERVE AGENT CASUALTY |
| (4) | 081-831-1030 | ADMINISTER NERVE AGENT ANTIDOTE TO SELF |
| (5) | 071-054-0001 | PREPARE M136 FOR FIRING |
| (6) | 071-054-0002 | RESTORE M136 TO CARRYING CONFIG |
| (7) | 071-054-0003 | PERFORM MISFIRE PROCEDURES ON M136 AT-4 LAUNCHER |
| (8) | 071-311-2030 | ZERO AN M16A2 |
| (9) | 071-325-4425 | EMPLOY M18A1 CLAYMORE MINE |
| (10) | 071-325-4426 | RECOVER A M18A1 CLAYMORE MINE |
| (11) | 071-311-2127 | LOAD M203 GRENADE LAUNCHER |
| (12) | 071-311-2128 | UNLOAD A M203 GRENADE LAUNCHER |
| (13) | 071-312-3027 | LOAD A M60 MACHINE GUN |
| (14) | 071-312-3028 | UNLOAD A M60 MACHINE GUN |
| (15) | 071-312-3029 | CORRECT MALFUNCTION ON AN M60 MACHINE GUN |
| (16) | 071-325-4401 | PERFORM SAFETY CHECKS ON HAND GRENADES |
| (17) | 071-329-1003 | DETERMINE A MAGNETIC AZIMUTH USING COMPASS |
| (18) | 071-329-1008 | MEASURE DISTANCE ON A MAP |
| (19) | 071-331-0801 | CHALLENGE AND PASSWORD |
| (20) | 071-331-0803 | REPORT ENEMY INFORMATION (SALUTE) |
| (21) | 071-311-2130 | ENGAGE TARGETS WITH AN M203 |
| (22) | 071-311-3011 | ENGAGE TARGETS WITH AN M60 MACHINE GUN |
| (23) | 071-326-0502 | MOVE UNDER DIRECT FIRE |

Figure D-2 (continued)

| NAME (LAST, FIRST, M.) | SSN | ORGANIZATION | INSTALLATION |
|------------------------|-------------|-----------------|----------------|
| Barr, Joe | 401-40-1401 | Co B 2 46TH INF | USATC, FT KNOX |

- (24) 071-326-0510 REACT TO INDIRECT FIRE WHILE DISMOUNTED
- (25) 071-326-0511 REACT TO FLARES
- (26) 071-326-0513 SELECT TEMPORARY FIGHTING POSITION
- (27) 071-326-5703 CONSTRUCT AN INDIVIDUAL FIGHTING POSITION

c. BCT POI REQUIREMENTS:

- (1) COMPLETED 7 FOOT MARCHES (FM) (INCLUDES 2 FMS IN FTX)
- (2) COMPLETED BOTH THE CONFIDENCE AND OBSTACLE COURSES PER POI REQUIREMENTS
- (3) COMPLETED THE FIELD TRAINING EXERCISE (FTX)
- (4) COMPLETED THE PROTECTIVE MASK CHEMICAL CONFIDENCE COURSE
- (5) THREW 2 LIVE HAND GRENADES (HG)
- (6) PASSED RECORD APFT WITH 150 TOTAL POINTS, 50 POINTS AN EVENT
- (7) KNOWS/UNDERSTANDS ARMY CORE VALUES
- (8) QUALIFIED ON THE HG QUALIFICATION COURSE
- (9) QUALIFIED WITH INDIVIDUAL WEAPON
- (10) SUCCESSFULLY NEGOTIATED THE BAYONET ASSAULT COURSE AND PUGIL TRAINING EXERCISES
- (11) PASSED EOCT
- (12) PASSED ALL END-OF-PHASE TESTS
- (13) SUCCESSFULLY COMPLETED HAND-TO-HAND COMBAT

8. ADDITIONAL INFORMATION:

HEIGHT: 65 IN
 WEIGHT: 158 LBS
 MAX WEIGHT: 158 LBS
 IET SOLDIER MEETS THE REQUIREMENTS OF AR 600-9: YES
 IF NO TO AR 600-9 REQUIREMENTS, BODY FAT PERCENT IS: NA

9. INDIVIDUAL HAS SUCCESSFULLY MET ALL REQUIREMENTS LISTED IN THE BCT PROGRAM OF INSTRUCTION (EXCEPT AS NOTED ON THIS FORM: YES

SIGNATURE OF COMMANDER OR DESIGNATED REPRESENTATIVE:

Figure D-2 (continued)

E-5. Formal health/hygiene inspections will be conducted daily in each BCT/OSUT company during phases I and II of IET, and when circumstances necessitate soldier protection and education.

a. The focus and purpose of the inspections should be:

- (1) The elimination of conditions which could result in disease outbreaks.
- (2) Optimizing the opportunities for promoting health.

Inspections should include a check of:

- (a) Both soldier health and facility sanitation.
- (b) Evidence of injuries (i.e., blisters, infections, swollen joints, etc.).
- (c) Evidence of positive measures to prevent injuries (i.e., heat/cold injury prevention, blister prevention, enforcement of hearing conservation measures).
- (d) Questions to surface/resolve unobservable health issues or problems.

b. In addition to those POI subjects which teach preventive medicine, health and hygiene training should be fully integrated into other training such as:

- (1) Marches and bivouac.
- (2) FTXs.
- (3) Individual tactical training.
- (4) Inspections.
- (5) Command information.

c. Good health and hygiene practices should also be reinforced at every opportunity. The established informal procedures now used to ensure that soldiers and their equipment are ready for the next day's training should be expanded to also check health and hygiene.

E-6. Soldiers must be trained to take proper health and hygiene countermeasures to reduce DNBI. Knowing what to do, as well as when and how to seek medical assistance, is critical under combat conditions. By properly executing leadership responsibilities in this area, a direct and positive effect on combat readiness can be achieved.

Appendix F

Defense Language Institute English Language Center, English as a Second Language (DLIELC ESL) Course

F-1. This appendix sets forth TRADOC policies concerning operations of DLIELC ESL Course, at Lackland Air Force Base (LAFB), TX.

F-2. The mission of DLIELC is to give entry level soldiers those English language skills necessary for success in BCT/OSUT. Positive motivation of the soldier in a military environment is the key to the program. Cadre must develop the soldiers self-confidence in their English language ability while fostering a positive attitude toward Army service. The program is designed to place soldiers into BCT/OSUT who are capable of communicating with their peers and cadre and who have been programmed for success.

F-3. Army recruits will be scheduled for DLIELC IAW AR 621-5. Enlisted personnel identified for attendance will be processed through the Fort Sill Reception Battalion before shipment to LAFB.

F-4. Deputy Chief of Staff for Training (DCST) Individual Training Directorate (ITD) is designated as the TRADOC point of contact for DLIELC-ESL. Other TRADOC action agents are:

a. U.S. Army ROTC Cadet Command.

(1) Identify second language officers and administer the English Language Comprehensive Test (ELCT) before commissioning.

(2) Request DLIELC test ROTC cadets before commissioning.

b. Deputy Chief of Staff for Base Operations Support (DCSBOS). Ensure adequate Army cadre strength in support of DLIELC ESL.

c. Deputy Chief of Staff for Resource Management (DCSRM) determines manpower staffing in conjunction with functional proponent, ATTG-I.

d. DCST-ITD, Education Directorate.

(1) Monitor and evaluate program activities in coordination with Army Research Institute (ARI).

(2) Determine the military instruction to be conducted by DLIELC Army Cadre.

F-5. Soldiers will be processed for BCT/OSUT once they have attained the standards specified in AR 621-5, but no earlier than 14 weeks.

F-6. Cadre and DSs selected for DLIELC must have demonstrated a high degree of motivation and the commitment to assist in the development of soldiers who can succeed in BCT/OSUT. They must be proficient in Spanish, and have an intimate knowledge of the TRADOC insist/assist training philosophy.

F-7. The primary purpose of DLIELC is to provide language training. This training is the responsibility of the staff at LAFB, as monitored/approved by the Commander, Army Element. The language training will receive top priority, and no other training or events will interfere. In addition to this training, the POI provides 112 hours of military training. Physical readiness training, inspections, and drill and ceremonies account for the majority of time as shown below. All military training will be IAW HQ TRADOC developed and approved lesson plans.

(a) Physical Training—72 hours.

(b) Inspection—14 hours.

(c) Drill and Ceremonies—10 hours.

(d) Road Marches—6 hours.

(e) Military Courtesies and Customs—4 hours.

(f) Identification, Preparation, Wear of Uniforms—2 hours.

(g) First Aid—2 hours.

(h) Military Justice—2 hours.

F-8. To enhance training effectiveness, pre-basic ESL at DLIELC is divided into two distinct phases. This concept of phasing and associated goals (IAW para 2-4) was established to provide intermediate objectives, which give common direction and serve as milestones for the soldier. The program includes establishment of goals for academics (language), fitness, and general military knowledge/proficiency training. When the training cadre does effectively communicate the goals and standards for each phase of training, the soldier knows what direction to follow and generally what effort must be applied to achieve the goals. Movement from phase I to phase II should be viewed as a “gate” or “passage” for each soldier. The training cadre will evaluate each soldier’s progress against the established goals and standards for each phase before advancing him to the next phase.

a. Phase I. The duration of phase I is from arrival at DLIELC through the sixth week.

(1) Phase I is characterized by the following:

(a) Focus on language training.

(b) Familiarize soldiers with military jargon.

(c) Total control of the soldier.

(d) Total involvement of company cadre.

(e) Orientation/expectations explained in detail.

(f) Strict, imposed discipline.

(g) Counseling/remedial training.

(h) All movement by platoon.

(i) Emphasis on developing self-discipline.

(j) Daily inspections.

(2) The goals for soldiers during phase I are:

- (a) Learn English IAW established POI.
- (b) Strict attention to detail.
- (c) Conform to platoon standards.
- (d) Master basic soldier skills.
- (e) Maintain individual and platoon areas.
- (f) Show positive attitude and motivation.

(g) Develop physical fitness consistent with time in training.

b. Phase II. Phase II begins at the start of the seventh week and continues until the completion of ESL training.

(1) Phase II is characterized by:

- (a) Development of self-discipline and team building.
- (b) Gradual release from total control.
- (c) Individual skill development.
- (d) IET soldier leadership development.
- (e) Continued emphasis on language skills.

(2) The soldier's goals during phase II should be:

- (a) Display self-discipline.
- (b) Conform to platoon and company standards.
- (c) Develop physical fitness consistent with time in training.
- (d) Further development of English language skills.

c. During phases I and II cadre must:

- (1) Lead by example.
- (2) Provide an environment conducive to learning English.
- (3) Insist on high standards and assist soldiers to meet those standards.
- (4) Conduct effective counseling on soldier's performance.
- (5) Conduct quality reinforcement/remedial training.

F-9. PFT will be conducted each training day throughout the course in accordance with the ESL fitness program approved by HQ TRADOC. A diagnostic APFT will be administered in weeks one, four, and every fourth week thereafter until graduation.

Appendix G

Defense Language Institute, Foreign Language Center

G-1. This appendix sets forth TRADOC policies concerning the conduct of initial entry training (IET) of post basic combat training (BCT) soldiers at the Defense Language Institute, Foreign Language Center (DLIFLC), Presidio of Monterey, CA.

G-2. The mission of the Student Battalion at the DLIFLC is to produce language trained, highly motivated, physically fit, battle focused soldiers. This mission also includes taking care of soldiers and their families. Though this mission encompasses required training for both IET and careerist soldiers assigned to DLIFLC, this appendix is tailored specifically to the IET.

G-3. It is important to recognize the unique differences and specific peculiarities that affect IET at the DLIFLC. They include course lengths far exceeding the norm for initial entry training, a permanent change of station (PCS) move to the DLIFLC, and training of IET soldier without DSs. Additionally unique is the authorization of deferred travel and housing for married IET soldiers

G-4. The instruction and acquisition of a language at the DLI is a rigorous, mentally demanding activity. Classroom instruction is conducted seven hours a day, five days a week. Military training. Regardless of the course lengths, completion of language training at DLI awards a soldier a skill qualification identifier (SQI), not a MOS. Therefore, language training is not considered AIT. (CST/CTT, PFT, D&C, etc.) is conducted daily and one to two weekend days per quarter, as detailed below. With the schedule of training, personal time is limited which contributes to a uniquely stressful and difficult environment at DLI.

G-5. Cadre selected for assignment at DLI must have demonstrated a high degree of motivation, professionalism and the commitment necessary to develop well trained and disciplined soldiers. Though DSs are not authorized, cadre members must be of the same high caliber and prepared to provide the same leadership as DSs. All cadre members will attend CTC, per para 2-3b. The student battalion will conduct the CTC no less than twice per year. The CTC will be geared to DLI's unique training environment.

G-6. The primary purpose and mission priority at DLIFLC is to provide language training. In addition the POI provides for required military training. The course length is determined by the length of the particular language course of instruction (26 to 63 weeks). Specific instruction and hours are detailed below:

- (a) Reception and integration training—12 hours.
- (b) Common skills training/testing—24-67 hours.

- (c) PFT—86-210 hours.
- (d) Inspections—14 hours.
- (e) Drill and ceremony—10-30 hours.

G-6. To enhance the execution of IET, the course of instruction at DLIFLC has been divided into two phases. This concept of phasing and associated goals (IAW para 2-4) was established to provide intermediate objectives, which give common direction and serve as milestones for the soldier. The program includes establishment of goals for academics (language), fitness, and general military knowledge/proficiency training. In that the IET soldiers arriving at DLIFLC having completed phases I - III at BCT, the phase program at DLIFLC essentially follows that of para 2-4 beginning with subpara 2-4e(4) with the following modifications:

a. Phase IV. Begins with arrival at DLIFLC and continues through the forth week on station.

(1) Phase IV is characterized by the following restriction/limitations in addition to those in para 2-5, specifically subpara 2-5c(1) (d)-(l).

(a) Soldiers will reside in the barracks. Married soldiers who arrive with their families will settle their families in housing and will be authorized limited visitation.

(b) Soldiers are not authorized use of tobacco or consumption of alcoholic beverages, regardless of age.

(c) Limited off-post privileges.

(2) The requirements for advancement from Phase IV are as follows:

(a) Completion of reception and integration training.

(b) Completion of required battalion and company briefings.

(c) Pass a diagnostic APFT.

(d) Completion of a clothing inventory.

(e) Completion of a uniform and wall locker inspection.

b. Phase V begins at the fifth week on station and continues until graduation from DLIFLC. Because of the extreme length of some language training courses, phase V is further divided into two sub-phases.

(1) Phase V(a) begins after the fifth week at DLIFLC. The duration of Phase V(a) is based on standards rather than time, and will not last longer than

the 26th week on station. It is characterized by the following:

(a) Married soldiers move home.

(b) Civilian clothing is authorized.

(c) POVs are authorized.

(d) Alcohol is authorized for soldiers of legal age.

(e) Student club is authorized.

(f) Off-post passes are authorized.

(g) Overnight passes are authorized.

(2) Phase V(a) requirements are:

(a) Pass record APFT (60/60/60) at the eighth week of training.

(b) Completion of common skills testing.

(c) Meet height/weight standards.

(d) Demonstrate the ability to think, look, and act like a soldier, without supervision.

(e) Demonstrate knowledge of the Army's seven core values.

(3) Phase V(b) begins at the completion of phase V(a) and continues until graduation. It is characterized by the same privileges and restrictions as afforded to careerist students.

(4) Phase V(b) requirements are:

(a) Must pass record APFT within 15 days of graduation.

(b) Completion of a one day, CST and language skill based FTX. The FTX is conducted at the squad level, graded and observer controlled by company cadre.

(c) Completion of Class A and BDU inspection within 15 days of graduation.

G-7. Physical Fitness. Physical fitness is a cornerstone of effective soldiering. All soldiers are expected to achieve and maintain the standards of the APFT. The following timelines and requirements are established to most effectively produce physically fit IET soldiers.

(a) All IET soldiers will conduct physical fitness training five times per week while in Phase IV.

(b) All IET soldiers will pass the APFT during phase IV.

(c) All IET soldiers will pass a record APFT NLT their 8th week at DLIFLC (IAW para 4-3d(2)).

Appendix H

Stress Management in IET

H-1. This appendix describes TRADOC's key training and leadership requirements for an effective stress management program.

H-2. Stress management training.

a. Stress management training for IET soldiers must:

- (1) Identify causes of stress.
- (2) Identify effects of stress.
- (3) Teach soldiers to cope with stress.
- (4) Teach soldiers to help others cope with stress.

b. Stress management training for leaders in IET must:

- (1) Identify causes of stress.
- (2) Identify effects of stress.
- (3) Identify myths concerning stress.
- (4) Identify feedback mechanisms and their use.
- (5) Teach leaders how to analyze and react to feedback.
- (6) Teach leaders to cope with stress.
- (7) Teach leaders to help others cope with stress.
- (8) Familiarize leaders with agencies, people, and referral procedures.
- (9) Teach leaders stress management techniques.
- (10) Encourage leaders to learn their own limitations.

H-3. Leadership.

a. Leaders reduce unnecessary stress in an IET environment by setting the example, encouraging two-way communication, and using control measures:

- (1) Use positive leadership.
- (2) Require positive reception of new personnel.
- (3) Ensure adequate staffing.
- (4) Ensure adequate resources.
- (5) Control varying standards.
- (6) Plan and organize to reduce dysfunction.
- (7) Understand impact of change, and control changes.
- (8) Foster work group cohesion (buddy teams).
- (9) Require reasonable duty hours and workloads.
- (10) Ensure personal time available during cycles.
- (11) Use team building activities.

(12) Allow cadre to prepare for training.

(13) Understand capabilities of cadre.

(14) Ensure practice consistent with policy.

(15) Make work/training rewarding/challenging.

(16) Ensure that details are equitably shared by all assigned and attached NCOs.

(17) Avoid overemphasis on statistics.

b. Leaders help soldiers cope with unnecessary stress by:

- (1) Conducting periodic morale/feedback sessions.
- (2) Conducting (and requiring) effective counseling.
- (3) Ensuring availability of adequate referral agencies.
- (4) Using referral agencies as necessary.
- (5) Conducting periodic course reviews of training to ensure all stress factors are identified and appropriate control measures are in place.
- (6) Obtaining feedback from soldiers leaving the unit.

Appendix I

Fast Track

I-1. Fast Track provides instruction beyond the scope of the standard POI and is a voluntary program for our IET soldiers who show potential by exceeding the standards. It is based on the premise that these soldiers will not be fully challenged by the standard POI and will be able to accept additional instruction. This instruction will not increase course length and should average an additional 9 hours per week for the duration of the fast track course of study. Incentives for participation include special privileges, letters, certificates, and accelerated advancement. Accelerated advancement will be awarded in accordance with applicable HQDA policies and quotas.

I-2. Even though the goal for participation in the program is 20 percent of a class, there is no upper limit as to the number of soldiers who can participate if they meet the POI proponents criteria.

I-3. The objective of fast track is to teach the brightest soldiers as a group, on more tasks, and in basically the same amount of training time. It is not the intention of the program to "punish" these soldiers by giving them additional MOS training after normal duty hours and on weekends when other soldiers are not in MOS training. However, there may be some instances where facility and personnel constraints force this to happen. These situations should be the exception and not the rule.

I-4. Additional tasks trained will be annotated on appropriate individual training records forwarded to the first unit of assignment.

Appendix J

Mandated/Directed Common Military Training (CMT) in IET

J-1. Overview.

a. CMT subjects defined herein identify DA-mandated and major Army command (MACOM)-directed training requirements.

b. Guidance is intended to afford maximum flexibility to training proponents and trainers.

J-2. Responsibilities. CMT subject proponents identified herein are responsible to provide appropriate TSPs and similar products for AC and RC individual courses and unit training requirements as needed.

a. TRADOC Reg 350-70 provides detailed guidance for training products required for programmed (P), integrated (I), awareness (A), and reinforcement/ refresher (R) training described below.

b. Proponents must ensure that horizontal alignment occurs between NCOES, Warrant Officer Education System (WOES), and Officer Education System (OES) instruction where appropriate.

J-3. Types of training and methods of presentation.

a. Programmed training (P). Part of course. Stand-alone training requires a prescribed amount of course time as determined by proponent.

(1) Programmed training results in soldiers being qualified to perform to established standards. Individuals acquire/broaden knowledge, acquire/refine skills, and shape desired attitudes.

(2) Performance standards correspond to a specific level. Student proficiency is determined by evaluation.

b. Commandants determine if other training described below is required as the subject relates to individual critical tasks.

(1) Integrated Training (I). Part of course. Commandants determine best approach and time required; however, TSPs must be trained to standards.

(2) Refresher/reinforcement training (R).

(a) Purpose is to sustain and/or upgrade previously acquired skills, knowledge and attitudes (SKA), and/or prevent and remediate SKA deterioration.

(b) Subjects coded (R) may be programmed or integrated into other subjects based on needs of target groups or situation. Commandants determine best approach and time required.

(3) Awareness training (A).

(a) CMT subjects coded A are general knowledge subjects.

(b) Subjects may require formal instruction or initial training for individuals to gain basic knowledge and/or awareness.

(c) Subjects may be informally trained; i.e., knowledge is gained and/or sustained by self-study, supplemental readings, briefings, or practice outside scheduled training activities.

(d) Commandants determine best approach and time required.

c. CMT subjects, regardless of how trained, should be noted on the POI mandatory training annex.

J-4. Controls. New CMT subjects and related tasks proposed for addition to individual training course POIs must be coordinated with and approved by TRADOC HQ, ATTN: ATTG-I.

a. The DCST is the sole authority within TRADOC to task proponents to develop training support packages and to add subjects and related tasks to course POIs.

b. Proponents should not accept additional CMT taskings unless coordinated with and approved by TRADOC HQ, ATTN: ATTG-I.

Mandated/Directed Common Military Training (CMT) Subjects in IET

| SUBJECT | TRADOC PROPONENT | REFERENCE | BCT/ OSUT | AIT/ OSUT |
|----------------------------------|------------------|-------------|--------------|--------------|
| ----- | | | | |
| PHYSICAL READINESS: | | | | |
| Health Benefits Awareness | AHS/USASSC | AR 600-63 | P | A |
| Alcohol/Drug Abuse | USASSC | AR 600-63 | P | R |
| Physical Fitness Training | USAPFS | FM 21-20 | P | I |
| WEAPONS TRAINING: | | | | |
| Weapons Training | USAIS | AR 350-41 | P | - |
| *Ammo Accountability & Secty | USAOMMCS | | A | - |
| LEGAL AWARENESS: | | | | |
| Benefits of Hon Discharge | USASSC | AR 350-21 | I | - |
| Code of Conduct/SERE | JFKSWC | AR 350-30 | P | - |
| Information System Security | USASIG | AR 380-19 | - | P |
| Laws of War/Geneva Convention | TJAGSA | AR 350-216 | P | - |
| Military Justice | TJAGSA | AR 27-10 | P | R |
| SAEDA | TJAGSA | AR 350-41 | P | |
| LEADING SOLDIERS: | | | | |
| Army Family Team Building | USASSI | ATTB Plan | P | - |
| Equal Opp/Sexual Harassment | USASSI | AR 600-20 | P | - |
| Standards of Ethical Conduct | TJAGSA | DOD 5500.7 | P | R |
| Suicide Prevention | AHS | AR 600-63 | A | A |
| SOLDIER SAFETY/FORCE PROTECTION: | | | | |
| *Fratricide Prevention | TR CSO | | I | I |
| Heat/Cold/Hearing Inj Prev'n | AHS | SMCT | P | I |
| *Risk Management/Assessment | TR CSO | FM 100-14 | I | I |
| Safety-in-Training | CSO/DCST | AR 385-10 | I | I |
| *Unexploded Ord Safety Aware | USAOMMCS | SMCT | A | A |
| OPERATIONAL/SURVIVAL TECHNIQUES: | Army ET | | | |
| *Environmental Awareness Tng | USAES | Master Plan | A | A |
| First Aid | USAIS/AHS | SMCT | P | - |
| NBC Defense | USACMLS | SMCT | P | R |
| Threat/OPFOR | USACAC | SMCT | I | I |
| Operations Security | USACAC | AR 530-1 | I | I |
| PMCS | USAOCS | SMCT | - | I |

METHOD OF PRESENTATION:

P = Programmed, I = Integrated, R = Refresher/Reinforced, A = Awareness.

* = TRADOC directed CMT subject, all others are HQDA mandated.

CMT subject proponent determines number of hours Programmed training, determines primary subject for Integrated training and provides training support packages and products IAW policy, TRADOC Reg 350-70 (SAT).

Table J-1

Glossary

Section I Abbreviations

| | |
|----------|--|
| AAR | After Action Review |
| AC | Active Component |
| AIT | Advanced Individual Training |
| APFT | Army physical fitness test |
| ARI | Army Research Institute |
| ARNG | Army National Guard |
| ARPERCEN | Army Reserve Personnel Center |
| ASI | additional skill identifier |
| ATC | Army training center |
| ATRRS | Army Training Requirements and Resource System |
| BCT | Basic Combat Training |
| BSEP | Basic Skills Education Program |
| CAD | course administrative data |
| CCF | Central Clearance Facility |
| CMT | common military training |
| CONUSA | continental United States Army |
| CQ | charge of quarters |
| CTC | cadre training course |
| DCSBOS | Deputy Chief of Staff for Base Operations Support |
| DCST | Deputy Chief of Staff for Training |
| DLIFLC | Defense Language Institute Foreign Language Center |
| DLIELC | Defense Language Institute English Language Center |
| DNBI | disease and non-battle injuries |
| DOD | Department of Defense |
| DS | drill sergeant |
| DSS | Drill Sergeant School |
| ELCT | English Language Comprehensive Test |
| ELS | entry level separation |
| EOCCT | End-of-Course Comprehensive Test |
| EOCT | End-of-Course Test |
| ESL | English as a second language |
| FITT | frequency, intensity, time, and type |
| FTU | fitness training unit |
| FTX | field training exercise |
| GTA | graphic training aid |

| | |
|--------------|--|
| HAZCOM | hazardous communication |
| HGQC | hand grenade qualification course |
| IET | initial entry training |
| IG | inspector general |
| IT | individual training |
| ITD | Individual Training Directorate |
| ITP | individual training plan |
| ITR | individual training record |
| LAFB | Lackland Air Force Base |
| MATC | Mobilization Army Training Center |
| MEDCEN | United States Army Medical Center |
| MEDDAC | medical department activity |
| MEPCOM | Military Enlistment Processing Command |
| MFT | master fitness trainer |
| MOPP | mission- oriented protective posture |
| MOS | military occupational specialty |
| MPRJ | Military Personnel Records Jacket |
| MRD | mandatory release date |
| MS-3 | Manpower Staffing Standard System |
| MTT | mobile training team |
| NBC | nuclear, biological, and chemical |
| NCO | noncommissioned officer |
| NCOES System | Noncommisseioned Officer Education |
| NGB | National Guard Bureau |
| OJT | on-the-job training |
| OSUT | one station unit training |
| PARR | Program Analysis and Resource Review |
| PCC | pre-command course |
| PFT | physical fitness training |
| PFU | physical fitness uniform |
| POC | point of contact |
| POI | program of instruction |
| POM | Program Objective Memorandum |
| POV | privately owned vehicles |
| PSC | Personnel Service Center |
| PX | Post Exchange |
| RC | Reserve Component |
| RCS | requirement control symbol |
| RF | Reserve Forces |
| RM | rifle marksmanship |

| | |
|---------------|--|
| RW | reception week |
| SDT | Self-Development Test |
| SKA | skills, knowledge and attitudes |
| SM | soldier's manual |
| SMCT | Soldier's Manual of Common Tasks |
| SME | subject matter expert |
| SOP | standing operating procedure |
| SQI | skill qualification identifier |
| SSN | social security number |
| STO | split training option |
| TDY | temporary duty |
| TOMA Activity | Training Operations Management |
| TRADOC | United States Army Training and Doctrine Command |
| TRAS | Training Requirements Analysis System |
| TRTJ | Training Record Transmittal Jacket |
| TSP | training support package |
| TTT | train-the-trainer |
| TSAG | The State Adjutant General |
| UMT | Unit Ministry Team |
| USAIC | United States Army Infantry Center |
| USAIS | United States Army Infantry School |
| USAR | United States Army Reserve |
| USAREC | U.S. Army Recruiting Command |
| USPFO | United States Property and Fiscal Office |
| WBG | wet bulb globe temperature |

Section II Terms

Active Component

Members and units of the Active Army.

advanced individual training

Training given to enlisted personnel after they complete basic combat training to qualify them for the award of an MOS.

Army National Guard

The Army portion of the organized militia of all states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia whose units and members are federally recognized.

Army physical fitness test

A three-event test designed to measure the basic component of fitness and evaluate soldiers' ability to perform physical tasks.

basic combat training

Training in basic military subjects and fundamentals of basic combat skills common to all newly enlisted active Army and reserve component personnel without prior service.

Basic skills education

A program designed to provide enlisted service members the basic educational competency necessary to successfully complete initial entry training.

Buddy team

A team of two or three soldiers in the same platoon. Buddy teams are essential elements of soldierization as they begin the development of teamwork and team spirit.

cadre

All military or civilian personnel who either command, supervise, instruct, train, or support IET students or soldiers.

critical training

Training that relates to combat survivability and the process of converting a civilian to a soldier.

drill sergeant

A noncommissioned officer who has successfully completed the prescribed instruction in a U.S. Army drill sergeant school, been awarded the "X" skill qualification identifier and is qualified to train and supervise IET soldiers.

End-of-Course Comprehensive Test

A test administered in AIT and OSUT that measures the soldiers' ability to perform tasks to established standards. Successful completion of the test indicates the soldier has the knowledge and skill to perform on the job as an apprentice in the appropriate MOS.

End-of-Course Test

A test administered in BCT that measures the soldiers' ability to perform selected common tasks to standards. Successful completion of the test is a BCT graduation requirement.

entry level separation

Separation from the Army of enlisted soldier, who has completed no more than 180 days of creditable continuous active duty, or initial active duty for training, or no more than 90 days of phase II under a split training option.

fitness training unit

A special training unit at a BCT/OSUT ATC designed to bring new enlistees in poor physical condition up to a minimum level of fitness, prior to starting BCT/OSUT. It is not a remedial training program for soldiers already in BCT/OSUT/AIT.

inactive soldier

Any soldier who has been out of training for more than 3 days and remains in the training unit for remedial training or administrative action (e.g., school start, port call, security clearance, etc.).

Individual Training Record

The form (DA Form 5286-R) used to record the training received and standards achieved by the soldier.

initial entry training

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit soldiers ready to take their place in the Army in the field. This training consists of BCT, AIT, OSUT, and pre-basic training courses (FTU, DLIELC-ESL).

Cadre Training Course

A mandatory course presented to BCT/OSUT/AIT company officers, first sergeants, brigade, and battalion sergeants major to familiarize them with the IET environment, organization, policies and procedures, leadership, training, evaluation, performance management, and administration. Other IET permanent party officers and NCO may attend on a space-available basis.

mandatory release date

A predetermined release date that is part of the reserve component enlistment contract. The date is established at the home station to allow students and seasonal employees to enter and complete BCT during their IET.

mandated/directed training

Training mandated by Department of the Army and directed by HQ TRADOC for inclusion in IET.

new start

The reassignment of an IET soldier to another company or battalion in a later cycle to provide a soldier the opportunity to make up training missed, due to emergency leave or hospitalization, or to achieve performance standards not attained in the first training unit.

one station unit training

IET conducted at one installation, in one unit, under the same cadre, with a POI tailored to a specific MOS.

phased training

The division of IET into separate phases of training. Each phase has its own short-term goals for the soldier and the unit with incentives to attain the goals.

reclassified soldiers

IET graduates in grades PV1-SFC who have been selected for training in a different MOS due to reclassification or reenlistment actions. The soldier is assigned to an AIT or OSUT unit to take skill level 1 training.

remedial training

Additional training given to soldiers to enable them to attain training standards and remain in cycle, rather than receive new starts.

Reserve Components

Members and units of the Army National Guard and U.S. Army Reserve.

rifle marksmanship

A program designed to develop the shooting proficiency of new soldiers. Basic operations and maintenance requirements are taught, and soldiers then progress through dry fire, live fire, feedback, advanced skills, and qualification.

soldierization


The tough, comprehensive process that transforms civilians into soldiers. It results from the total immersion in a positive environment established by active, involved leadership. This environment sets high standards, provides positive role models, and uses every training opportunity to reinforce basic soldier skills.

total control

Continuous cadre supervision, IET soldiers restricted to company area, no free time other than 1 hour of personal time per day.

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